

Fall 1994

volume 17, no. 7, November 1994

Bryant University

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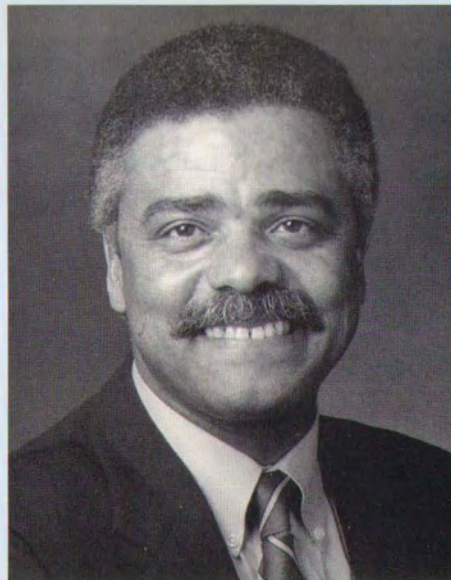
# BRYANT REVIEW

A photograph of an older man with white hair, smiling, wearing a dark suit, white shirt, and patterned tie. He is leaning on a red A-frame ladder. The background is a large, circular glass dome with a radial pattern of yellow and blue panels, creating a sunburst effect.

Jack Callahan '56 can maximize anyone's leadership potential.



# PRESIDENT'S PERSPECTIVE



**B**ryant College's longstanding mission and motto, "Education for Business Leadership," has defined its distinctive contribution to its students for 132 years. Whether in the classroom or in its business outreach programs, education for leadership has been Bryant's unerring focus and commitment to its students and alumni/ae.

The alumni/ae included in this issue of the *Bryant Review* are living testimony of the quality and the excellence of their living and learning experiences at Bryant. We can benefit from the insights they share. Their achievements have set challenging standards for current students – the leaders of tomorrow.

Sincerely,

A handwritten signature in cursive script that reads "William E. Trueheart".

William E. Trueheart



## EDITORIAL STAFF

Elizabeth Steele Kelly  
**Editor**

Karen D. Callan  
**Art Director**

### CONTRIBUTORS

Linda J. Mahdesian  
Joyce G. O'Neill '84AS  
Miriam Perry '95AS  
Janet Proulx

### RESEARCH

Maria Lema '95

## OFFICERS OF THE COLLEGE

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Bryant College is an independent institution of higher education dedicated to the preparation of leaders in business and related fields for success in their personal and professional lives. The College offers full- and part-time undergraduate studies leading to BS and BA degrees, full- and part-time MBA programs, an MST degree, and a Certificate in Advanced Graduate Study (CAGS). The College provides business outreach services through the Center for International Business and Economic Development (CIBED).

NOVEMBER 1994, VOLUME 17, NUMBER 7

*Bryant Review* (USPS 462-970) (ISSN 0892-0214) is published eight times a year in February, April, May, June, July, September, November, and December for the Bryant community. Publication offices are located in the Office of College Relations, Bryant College, 1150 Douglas Pike, Smithfield, Rhode Island 02917-1284. Second class postage paid at Providence, Rhode Island. Postmaster: send address changes to *Bryant Review*, Bryant College, 1150 Douglas Pike, Smithfield, Rhode Island 02917-1284.

Opinions expressed in *Bryant Review* are those of the authors and are not necessarily those of Bryant College.

# BRYANT REVIEW

FALL 1994

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# TICKER TAPE

Economics Professor Sam Mirmirani is quoted as an expert in a lengthy article on the various health care proposals being debated in Washington that appeared in the October edition of *Men's Fitness* magazine.

Finance Professor Chantee Lewis was interviewed for Andrew Leckey's popular Personal Finance column and appeared in national newspapers in September. Chantee gave advice on financial planning for couples soon to be married.

Accounting Professor Kathy Simons was interviewed on how to prepare 1994 income tax returns for *Know How* magazine, a new publication targeted at "sophisticated" women. The article is scheduled to appear in February.

History Professor Judy Barrett Litoff was a guest speaker at the Smithsonian Campus on the Mall Lecture Series on May 4, and the National Postal Museum on May 5 in Washington, DC. She spoke on women, World War II, and letters from the home front. On May 15, she presented the paper, "Today We Have Lived History: The D-Day Letters of US Women," to the D-Day Remembered Conference, Eisenhower Center, University of New Orleans. Judy was also a featured guest on CBS *This Morning* on June 6 and spoke about women and D-Day.

Jack Keigwin, executive-in-residence and director and chair of the program committee of the Northern Rhode Island Private Industry Council, recently accepted an award for Best Private Industry Council in America. It was presented by the Secretary of Labor at the annual meeting of the National Association of Business in Texas.

## TAKING STOCK

# FOUR NAMED TO BOARD



JOHN D. CALLAHAN '56

Four prominent business and community leaders, including three Bryant alumni, have been elected new members of the Board of Trustees. They began three-year terms on August 1.

**John D. Callahan '56** is president of the Allstate Business Insurance Group in South Barrington, IL, and a member of Allstate's board of directors. In this capacity, he serves as president of Northbrook Property and Casualty Insurance Company, a wholly-owned subsidiary of Allstate, and oversees all of the company's primary commercial operations and the reinsurance division. He is also chief executive officer of Allstate's Canadian companies.

He holds as a BS in accounting and finance from Bryant.

**Donald E. Lopes '58** is chief executive officer of Nerard, Inc., in Providence, which operates three Kentucky Fried Chicken Restaurants.

Don has received numerous awards, including the Rhode Island Businessman of the Year, Rhode Island Minority Business Advocate, Distinguished Alumni of Bryant College, and the NAACP Minority Businessman of the Year.

He holds a BS in accounting from Bryant.

**John W. Rowe** is president, chief executive officer, and a director of New England Electric System (NEES) in Westborough, MA, the second largest electric utility in New England.

In addition to his responsibilities at NEES, John serves as a director of both the Bank of Boston Corporation and UNUM Corporation.

A native of Wisconsin, he is a graduate of the University of Wisconsin and the University of Wisconsin Law School, and a member of Phi Beta Kappa and the Order of the Coif. He also completed the Advanced Management Program at the Harvard Graduate School of Business.

**Edwin J. Santos '81** is director for corporate auditing for the Fleet Financial Group in Providence. He joined Fleet National Bank in Providence as assistant staff auditor after being recruited on campus. He was later appointed general auditor for Fleet Bank, NA in CT, and in 1993 became regional general auditor before assuming his present position.

Ed, a Certified Internal Auditor, holds a BS in accounting from Bryant and is involved in several alumni activities.



DONALD E. LOPES '58



JOHN W. ROWE



EDWIN J. SANTOS '81



## MORE THAN A TUTORING CENTER

The Learning Center, now in its second year, is a place where students can find help with a difficult subject or advice on what courses to take. It has also become a welcome spot to meet and talk with peers who have similar interests.

Center Director Patricia "Trish" Avolio is enthusiastic about the success of the program. Last year, 487 students were served, ranging from freshman to graduate levels in a wide variety of subject areas, and this year the numbers will far surpass that total. But Trish doesn't measure the Center's success in strictly academic terms.

"It's amazing to see the change in students' attitudes," says Trish. "They come in with chins down, and they leave with confidence and their heads held high. What's especially interesting is how beneficial the program is to the student tutors, as well. They've developed amazing skills. They're dynamic and motivated. They inspire those they teach with a 'can-do' spirit. These students are paid the prevailing work-

study rates, but most of them say, 'I don't work here for the money – I truly enjoy it!'" She sees many of these student tutors become mentors and role models to those they teach.

The Center has 36 employees involved in tutoring, including part-time faculty and graduate and undergraduate student tutors. There are also 26 people dedicated to the "Avenues to Success in College" program, which is part of the Freshman Experience. It's a voluntary 10-week program that deals with three major aspects of college life: academic skills, social skills, and knowing the resources at the College. This year, 189 freshmen signed up for the program, and 45 faculty members have already volunteered their assistance.

"The Learning Center is not a remediation center," says Trish. "I like to think of it more in terms of preventive maintenance and/or a way to get a better grade. We're letting students know there are options for them here, and that there are different roads to places they want to go."

## NEW GRADUATE TO SERVE ON BOARD

The Board of Trustees will be voting in a new member in May of 1995. That election will be of special significance – the new trustee will be a graduate of the Class of 1995.

The recommendation to add a new graduate to the board comes as a result of a proposal written and presented by leaders of the Student Senate and endorsed by the Board of Trustees last May. A recent alumnus/ae on the board will hopefully provide perspectives from Bryant's youngest customers – its student body.

The selection process will begin in February, when the Secretary of the Board of Trustees will place a notice in various College publications inviting nominations of senior students. A campus screening committee will review all nominations, interview the finalists, and recommend at least three candidates to the Nominating Committee of the Board of Trustees. The successful candidate will serve a maximum of a three-year term.

Candidates should have demonstrated leadership skills and achievements, be in good academic and disciplinary standing, and have a commitment to community service and/or fund raising for philanthropic purposes on campus or in their communities. A demonstrated commitment to Bryant is also a prerequisite.

## TICKER TAPE

Marketing Professor Frank Bingham's second textbook, *Business Marketing Management*, co-authored with former Bryant College marketing professor Barney Raffield, has been published by South-Western Publishing Corp. in Cincinnati, Ohio, and is now on the market. In addition, his paper, "Promotion as an Integral Part of the Institutional Marketing Effort," has been accepted for publication and presentation at the Fifth Symposium for the Marketing of Higher Education to be held in October.

Humanities Professor Joe Uργο's book, *Willa Cather and the Myth of American Migration*, will be published in 1995 by The University Press. Joe will also be returning to Spain next year as the guest of the University of Santiago de Compostela. He has been invited to present a lecture at an April 1995 conference on "The American Short Story," and to host seminars on specific authors.

Finance Professor David Ketcham received the "Volunteers in Action Award for Outstanding Service to the Community, 1994" from World Trophies, WSNE radio, and Volunteers in Action for coaching baseball, basketball, and soccer at the YMCA from Fall 1992 to Spring 1994.

Management Professor Harsh Luther was recently interviewed for National Public Radio's "Best of Our Knowledge" program. He spoke on "Male Issues and Rights in the Context of Sexual Harassment Cases."

Marketing Professor Elaine Notarantonio was interviewed by WJAR TV-10 for a news segment titled "Gyped by Gender." Elaine talked about bias against women in the marketplace. The two-part piece was aired November 15 and 16.



## "HOMECOMING" COMES TO BRYANT



▲ Sporting casual attire, Lester the Bulldog felt right at home when representing Bryant's new mascot during the inaugural homecoming. He participated in the festivities with students and (front row, from l-r) President William Trueheart; athletic director Linda Hackett; and the Reverend Philip Devens (and Lester's proud owner).

On October 1, Bryant held its inaugural "Homecoming" event. "After more than 20 years at the Smithfield campus, we felt it was time to initiate a new tradition for Bryant," says athletic director Linda Hackett. "While many colleges associate homecoming with football, soccer is the name of the game at Bryant."

The festivities began on Friday afternoon with gladiator jousting on the Bryant Center Patio and fireworks at 9 p.m. behind the Unistructure. On Saturday, alumni were able to take part in tennis and golf clinics, a baseball game, and a barbecue. Intercollegiate soccer and rugby games were open to the public. A comedy show in the evening capped off the day's events.

"Lots of energy went into this event," says Linda, "and many groups contributed to its success, including the student programming board and alumni groups. The student athletes were excited by the growing interest from other student groups, and without a doubt it will continue growing."

## TRUSTEE MORTON SMITH REMEMBERED

Morton Smith, a member of the Bryant Board of Trustees since August 1986, died on June 2 at the age of 79. Trustee Smith was president and chief executive officer of Morton Smith, Inc. and Medway Marine Corp. from 1950 to 1990.

"His presence was always very real and felt by everyone at our trustee board meetings," says Trustee Chair Greg Parkos. "Mort had that unique talent to speak his special few words of wisdom on the subject being discussed, and that statement would remain on the minds of the several dozen participants as the essence of our deliberations on the matter."

Trustee Smith served on several of the board's committees, including the executive committee; the audit committee; the development, alumni, and external affairs committee; the investment committee; and the Honorary Degree Committee, for which he served as chair for the 1987 and 1988 academic years.

"Morton Smith was one of a kind," says the Honorable Bruce M. Selya, Judge of the US Court of Appeals for the First Circuit, former chair of the Board of Trustees, and an active honorary trustee. "He kept his entrepreneurial skill and brilliant success in the business world; he was never too busy to help a friend, or to assist a worthy cause. In respect to Bryant College, he gave generously not only of his wealth but also of his time, energy, and wisdom. He served with great distinction as a member of the Board of Trustees and made many contributions to the institution's progress. He also brought a certain flair to the campus and to the board room. Mort's counsel will be sorely missed. We were fortunate to have had him among us, and will not likely see his equal."

He was a trustee of Miriam Hospital, the Rhode Island Arts Foundation at Newport, the Rhode Island Philharmonic Orchestra, the National Conference of Christians and Jews, the International Tennis Hall of Fame, and Butler Hospital. He also served as president of the Providence Preservation Society and the Senior Chopin Club of Rhode Island.

He was a graduate of Brown University.

## CALLING OVERSEAS ALUMNI

Are you a Bryant alumnus/a living abroad temporarily or as a citizen? The Admission Office would like to hear from you!

Volunteers are needed in international recruitment. The admission staff will assist you in your preparation to make sure you are up-to-date on Bryant. If you're interested in representing Bryant at college fairs held in your corner of the world, please contact Eileen Chekal, coordinator of volunteer admission programs, at (401) 232-6442.



## DESHAW MEMORIAL UNVEILED

John M. DeShaw Jr., a freshman marketing major and member of the hockey team, died last March from injuries sustained in a fall in his residence hall. The only child of Patricia and John DeShaw Sr., he was 18-years-old at the time of his death.

John will never be forgotten on the Bryant campus thanks to the efforts of his family, friends, and members of the Bryant Community. They donated more than \$40,000 to the John M. DeShaw Jr. Memorial Fund for the purchase of two memorials and to establish a scholarship that will be awarded annually to a Bryant sophomore. Diane Lomas, who lived in the same residence hall as John, is the 1994 recipient.

On a beautiful September day, John's parents, and a large group of family and friends, gathered by the pond to dedicate a bench and stone marker. The bench is engraved in gold letters with the words, "In memory of John M. DeShaw Jr. 1975-1994." But it's the simple stone marker that will bring to mind the special young man who touched many people during his brief lifetime. The marker reads:

Dedicated to the memory of  
John M. DeShaw Jr.  
1975-1994

May he be remembered for his smile,  
good humor, musical and athletic talents,  
enjoyment of life, and concern for others.

We love and miss you,  
Patricia and John M. DeShaw Sr.  
Bryant College Community

## ENTREPRENEURS SHARE EXPERTISE

Four prominent business leaders shared their knowledge and experience with students during Bryant College's annual Entrepreneurship Day held on October 20. Students in graduate and undergraduate classes attended panel discussions and a luncheon, during which Lillian Vernon '85H, chief executive officer of the Lillian Vernon Corporation, gave the keynote address. "We're pleased to have someone of Ms. Vernon's stature join a list of accomplished entrepreneurs who have shared their secrets to success with our students," said Professor Jack Keigwin, Bryant's executive-in-residence.

Established in 1951, Ms. Vernon's company was one of the first to offer personalized merchandise by mail. With headquarters in Mount Vernon, NY, it annually distributes more than 20 editions of its catalog, which have a circulation of more than 150 million. A recent Gallup Poll has shown that more than 29 million American adults are familiar with the Lillian Vernon name.

The morning panel included Lillian Vernon; Mary Wolfson, former owner of Trina Corporation; Leonard Florence, chair, president, and CEO of Syratech Corporation; and Alan Heller, owner of Heller, Inc. The afternoon panel included Ray Gardner, a graduate of the Entrepreneurship Training Program offered by the Small Business Development Center at Bryant College and owner of Repete, a resale store for designer clothing; and Judith Cadigan-Parisi '78MBA, vice president of commercial lending, Citizens Bank.

## INTRAX MAKES A DIFFERENCE

The INTRAX English Institute has come to the Bryant campus, and it's helping multicultural students improve their English language skills while they experience the people and culture of the United States. Located in the lower level of Residence Hall 7, Bryant has become home to one of three INTRAX centers based on college campuses in the United States.

When students arrive on campus, they are tested to measure English ability, and placed in one of six proficiency levels from beginning to advanced. The Advanced Level concentrates on preparing students for entrance to a college or university.



▲ Japanese high school students stayed at Bryant last summer as part of the INTRAX program.

The program also offers a wide variety of extracurricular activities and assistance in everything from applying to college programs to banking and travel assistance.

INTRAX students can live on or off campus. Last summer, 32 Japanese high school students stayed at Bryant for four weeks as part of "A Year in the USA Program." Currently, there are five students in the program from

Turkey, Panama, Thailand, Puerto Rico, and Japan. They will become Bryant College freshmen when they've satisfied their English requirements.



Five Bryant alumni leaders  
examine this important,  
yet elusive, quality.

# **THE QUEST FOR LEADERSHIP**

BY LINDA J. MAHDESIAN

Leadership is the Holy Grail of the business world. Without a good leader, all the great products, high quality, and healthy market shares wither, stall, and stagnate. A leader can take a troubled company – or a country, when it's political leadership – and turn it around, make it succeed where others have failed.





"Companies must be successful to survive, and having a good leader is essential to doing well," says John Turpin '72 '76MBA, president and general manager of Stanley Air Tools of Cleveland, OH. Under John's definition, a leader "provides the vision, the inspiration, sets the example for an organization to follow. To be effective, a leader must have the ability to communicate, to grasp things quickly and have others willingly follow."

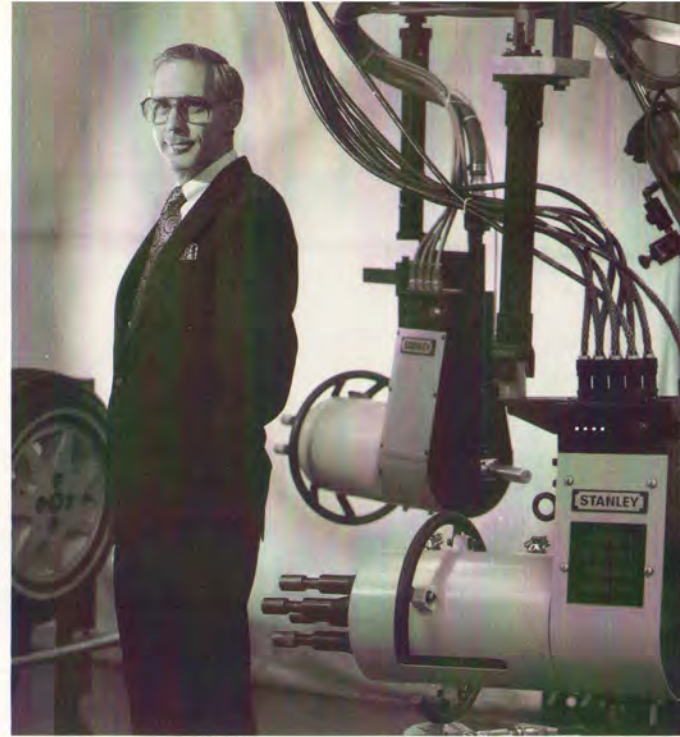
There are two principal schools of thought about how leaders are made. One holds that, basically, leaders are born. The other maintains that everyone has the potential to be a leader, if only they are given the right tools. Jack Callahan '56, president of Allstate's Business Insurance Group in South Barrington, IL, advocates the second theory. After 35 years of experience working with employees and rising through the ranks of a large corporation, Jack developed a "leadership toolbox" to equip employees with the 18 essential skills necessary to release their leadership potential.

"You win when you empower the worker," Jack says. "Employees need to keep their skills up to earn the opportunity for empowerment and to maintain their employability. Everything is skills-based. Those who have the skills get to come to the party. We are even moving to skills-based pay. In our environment, successful employees think and act like self-employed individuals within the framework and support of a large corporation." Jack's leadership development program is saturating Allstate, and he carries his message to other corporations hungry for the how-tos of leadership development. The leader-making business is expensive. In 1992 alone, Allstate invested \$186 million in in-house training, and the company plans to retrain its people every four to five years.

Mary Kozik '88, executive director of Keep Providence Beautiful, agrees that leadership can be taught, but her methods are different, centering around volunteer efforts. "Community service teaches the importance of loyalty, dedication, compassion, and good listening skills. People learn leadership through hands-on community service. It's experiential." Like Jack Callahan, Mary sees the spark of leadership in every worker, and the critical need for leaders to beget more leaders. "People have so much talent and ability," she says, "but they still need the support, the mentorship, to help them know that they can be the best. I like to help other people succeed and become leaders. That's one of the things I enjoy most about being a leader myself."

Leaders cannot be made, only cultivated, say the leaders-are-born theorists. "I really think it has to be there from the start," says John Turpin, "but people need to have that strength nourished — through a good upbringing and a college education." Former Rhode Island Lieutenant Governor Roger Begin '76 also believes in leadership cultivation. Roger, who now serves as vice president of Fleet Bank's Investment Services, says "you can't process a group of people through some type of leadership activity and come out with a group of leaders — I reject that. Leadership is a gift."

All of these alumni agree on one thing: that a leader must have a vision in order for his or her organization to succeed. "The leader is that person who first saw the vision, fosters its growth, and passes it on," says Kimberley Barrett '91, president and owner of TCE Corporation, a manufacturer of



**John Turpin '72 '76MBA: "Managers are reactive; leaders are proactive."**



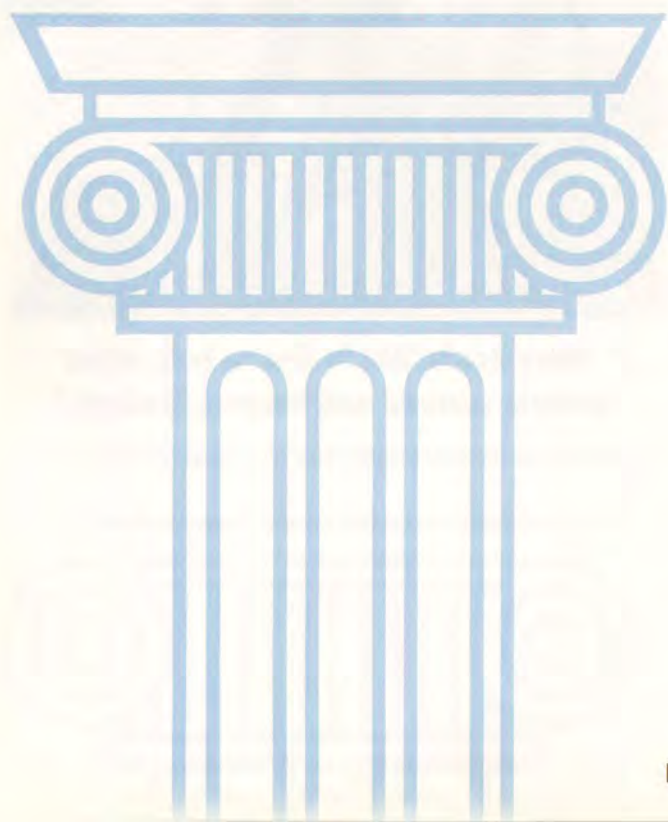
**Mary Kozik '88: "I like to help other people succeed and become leaders."**







**Roger Begin '76: "Leadership is timeless, whether it's political, corporate, or community."**



metal-working machine tools located in West Hartford, CT. Kim knows what she's talking about. At age 24, she is the youngest female president of a machine tool manufacturer in the world.

Kim drafted a vision statement for her company three years ago when she took over management of the company from her father, who still serves on the Board of Directors and acts as a consultant for the company. As the vision keeper, Kim maintains her focus on the macro-level of operations. "Dealing with people is a much more important leadership skill than knowing the details of how to build a widget. You have to be able to step back and look at the big picture. You have to be broad-minded enough to see everybody's position." It is critical, she says, for the vision keeper to convey the vision to others. "Unless the person running a business can communicate that vision to the employees and motivate them to attain it, they're not going to have a successful corporation or company."

Seeing the vision, keeping the vision, passing it on to others, leading others toward it – the role of visionary seems to be "Job One" for any leader. John Turpin puts it this way: "The vision answers the question of 'where are you headed?' If one doesn't understand where one is headed, and how to get there, then he certainly can't ask others to follow him." Mary Kozik points to the additional requirement of getting input from others. "Those people who follow you help to further the vision. You have to allow people to add to that vision to make it successful," she says.

Crafting a vision was so important to Jack Callahan that he asked a hand-picked group of leaders-to-be to craft a vision statement powerful enough to pull the organization into the future. "Together we developed a vision: that we're going to be a world-class provider of insurance," he says with evangelical zeal. "We set a vision to be the very best. You have to set your aspirations high ... so high that they capture everyone's imagination and commitment."

Vision makes the difference. "A manager who is not also a leader may have all of the qualities, but lack the vision," says Roger Begin. In fact, the shift from manager to leader is a big one, according to these business practitioners. It is as if managers and leaders are two different species of human being. "Managers are reactive; leaders are proactive," states John Turpin matter-of-factly. Kim Barrett agrees, adding, "A manager is simply a person who has subordinates under him or her. Managers don't necessarily have to motivate people or be charismatic, liked, or respected." Jack Callahan sees the difference this way: "Managers handle the complexity of the organization – budgeting, planning, the finances, whatever. Leaders change the process. Managers do things right; leaders do the right things."

A leadership position does not a leader make, says the politically-savvy Roger Begin. "Just because a person is successful at being elected to public office, and may have mastered the imagery and form requirements, that person may lack the critical elements of true leadership." One of those critical elements, he points out, is communication. "Communication is more than just giving a speech. It's the ability to articulate to others in a way that may reduce complex elements to understandable terms, and to articulate them in a way that others can share the vision and become inspired."



Sharing the vision also entails sharing the power. That sharing of power separates the true leaders from the dictators disguised as leaders. "If you're not empowering people, you're not giving them the right to be responsible," says Jack Callahan. "You don't have the right not to empower people, to hold back the training and education of people."

So much depends on the leader, especially as the world nears the 21st century. In the 20th century, America evolved from harnessing land, to harnessing energy, to harnessing data, Jack says. Maximizing the potentials of this Information Age, with its light-speed changes and global marketing, will require a new set of tools in the leadership toolbox. "Companies have to be quick on their feet, smart, know their niches. The old hierarchical organization style is not nimble enough for today's marketplace. The winners now have their decision makers on the front line ... in direct contact with the customer."

Mary Kozik believes the future will be easier for community leaders, "because people seem to be more willing to take time to better their communities." She adds, "The person who has the courage and strength to be a leader will have a better following because people want to be affiliated with good."

The most important tools for the 21st-century leader are a global vision and technological expertise, according to John Turpin. "The next 10 to 20 years will bring more technological advances, and the failure to stay on top of that will be fatal." Roger Begin maintains that "leadership is timeless, whether it's political, corporate, or community; whether it's in the 18th century or today."

Being ready for the future is the leader's responsibility, and there are many challenges ahead. "The speed of change is increasing," says Jack Callahan. John Turpin agrees. "The world is rapidly shrinking. The leader who thinks that he operates in one small segment of the world is going to be very unhappy in the 21st century when competition comes from global sources. A leader has to have a very wide vision to be able to see it all."

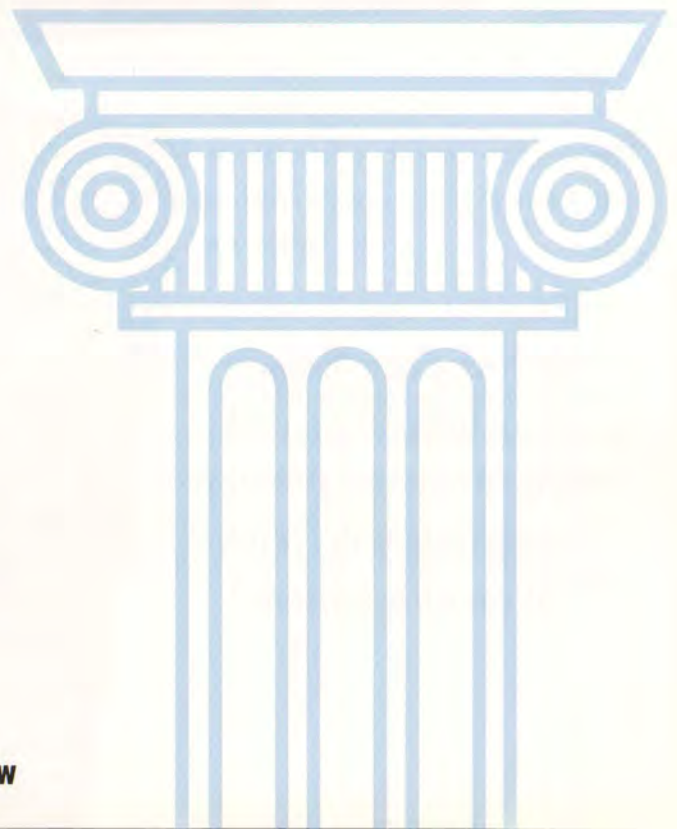
Vision is just one of the important attributes that a successful leader must possess. These alumni practitioners know from experience what's needed, whatever their field. "If there was a wall poster about leadership, the key characteristics would be responsibility, integrity, hard work, fidelity, compassion, loyalty, and devotion," says Mary Kozik. "I always try to follow these characteristics."

Others complement the list with such qualities as communication and listening skills, charisma, ethics and honesty, flexibility, consistency, dedication, being proactive, and being a good motivator. "The qualities of leadership endure," Roger Begin says. "A leader should be a role model," adds Kim Barrett, "setting the example not only for subordinates, but for future generations."

It is a big job, and one that a never ends. "Leaders are always fine-tuning their leadership skills," says Jack Callahan. "They're learning every day." ▲



**Kimberley Barrett '91: "The leader is that person who first saw the vision."**







# NATURAL BORN



**Professor Ron Deluga:**  
"There is a controversy in  
the field regarding whether  
leadership is the result  
of nature or nurture."





## Psychology Professor

**Ron Deluga uses a unique  
style to cultivate his students'  
innate leadership abilities.**

# LEADERS

BY ELIZABETH S. KELLY

“High fives” . . . Music videos . . . Lottery tickets . . . Not the usual tools of the education trade but the ones that work for Psychology Professor Ron Deluga, head of Bryant’s Learning for Leadership seminar. Students assert it is Ron himself, as much as the tools, that works for them.

“He keeps your attention; you never know what’s next,” says Patrick Fitzgerald ’95. “You can go into class tired and come out wide awake. That’s because he’s so lively. He really cares about the class and students,” says John Cloutier ’96. “I leave class with a smile on my face and a sense of inner motivation. He makes us want to learn,” says Kathy Krason ’96.

“Professor Deluga shows us that a positive attitude is contagious and relates to morale,” says Lisa Gabriele ’95. Kathy takes a practical approach to his inspiration. “I use him as an example of how I can motivate people.”

Embarrassed by the attention, Ron Deluga instead credits his students for making the class special. “Their excitement motivates me,” he says. “We influence one another. I’m lucky.” So are the students. Unlike any other class at Bryant, students can’t simply register for this one; they have to formally apply and be chosen by the professor. The successful applicants are proven leaders keenly interested in refining their skills.

“They have so many experiences that they can relate to the coursework,” says Ron. “This forms a very rich part of the class.” His students agree.

“The course offers me a chance to evaluate my own leadership experiences,” says Patrick Fitzgerald. “It’s a chance to be with other leaders and to hear their perspectives. Also, defining what type of leader you are and matching your style with certain characteristics gives you a better understanding of why you act the way you do.”

Michelle Jaccodine ’96 says, “This is an opportunity to interact with other leaders and learn from each other. Everyone has different experiences to share and we give each other a lot of feedback. This helps me evaluate my decisions from other points of view.”

“When everyone shares what’s happened to them, good or bad, it shows us that leaders can’t be afraid to fail,” says Eric Ward ’95. “All of the students are ambitious and experienced,” adds Lisa Gabriele. “Everyone wants to talk. We give each other suggestions on how to solve real problems. This sharing and the role playing we do is very important. It stimulates good ideas and gets us thinking.”



Jill Pasini '95 is thinking about the present and the future.

"I'm using the class information now. And it will be very beneficial in the real world, too. It will help me work with people more easily. I really enjoy classes when you learn by interacting with others and actually do what you're learning."

Ben Jordan '96 needed convincing. "Like many students, I was skeptical of group work; receiving a grade that someone else has greatly influenced scared me. The class has shown me the great advantages of working in a group, such as the pooling of knowledge and other resources."

Their professor is glad to hear it. Ron Deluga is most interested in the practical side of education and wants his students to develop what he terms "Street Smarts." Learning for Leadership classes never include lectures. Even the occasional overhead display is punctuated by student discussions. Far more typical are role-playing exercises, group games, and presentations spoken in the voices of leaders of today and yesterday.

Each student chooses a public leader to study throughout the semester. "They look at the class topics within the context of their subjects," Ron says. Nameplates on class tables show the student's name as well as that of



**Lisa Gabriele '95:**  
**"Leadership is in my nature."**

his or her leader. In this way, John F. Kennedy is sitting next to Adolf Hitler. Bill Gates, Lucky Luciano, and Walt Disney are there. So are Margaret Sanger, Maya Angelou, and Mother Theresa. In a presentation, each student speaks in the first person, taking on the persona of their leader. "We're not just learning about our own leader," says Lisa Gabriele, "we're learning about everyone's." In a success/failure paper based on their own experiences, students discuss what they learned and what they would do differently, then relate it to the experiences of their leader.

None of the students longs for more traditional teaching and learning methods, such as lectures and memorization. "Professor Deluga is a mentor to us," says Brenda

Jordan '96. "He's not there to stand and lecture. This is not just textbook knowledge, but knowledge we can apply to the business world."

"He gets us actively participating by doing things like leaving a sentence hanging and letting the class finish it," Greg Zak '96 says. "His active approach helps us experience it. By doing, we learn and retain more. My favorite aspect of the class is the professor. I really don't think of this as a class at all."



# REALITY CHECK

BY ELIZABETH S. KELLY

The tenets of the Learning for Leadership seminar are put to the test when students have the opportunity to apply their knowledge in the Mentorship Program. "This independent study allows students to reconcile what they've learned in the classroom with the real world," says Professor Ron Deluga, who serves as each student's faculty advisor. "What they learn in books is not always real. Observing from behind the scenes lets students understand what really happens in business."

This follow-up interdisciplinary course is pursued by only a few students each year, Ron says, but for those who do, the experience is unparalleled. "I learned more than I ever could have in a class," says Kiersty Kastner '95. "Gaining real-world experience was my focal point. It let me see things as they are while giving me a developmental opportunity." Among the benefits was learning about different areas of business and learning to identify her strengths, she says.

Kiersty's mentor this fall was Roberta (Bert) Gordon '84MBA, director of human resources at Brown University. "She was very helpful," Kiersty says, "and really went above and beyond." Kiersty was lucky; finding the right mentor can be difficult. "It's hard to legislate relationships," Ron says. "To their credit, all the students find their mentors through their own initiative." The College's Career Services and Alumni Relations offices help; in fact Bert became involved after agreeing to participate in the Shadowing Program for students.

"We can't thank the mentors enough," Ron says. "They spend a lot of time with their student and get nothing in return." Bert definitely disagrees. "This has been a learning experience for me, too," she says. "I got a fresh perspective on the organization and on how people interact."

**"When you graduate,  
you think you know what  
a field is like, what the  
working world is like,  
but you don't.  
Bryant is way ahead  
with this program."**

**- Roberta Gordon '84MBA**

"I wish I had had an experience like this when I was a student," she adds. "When you graduate, you think you know what a field is like, what the working world is like, but you don't. Bryant is way ahead with this program."

Personal satisfaction was the reward for another mentor, Sherry Norman. "I like helping students focus on their career development," she says. "And mentoring helped me in own my career transition." Now the employee relations manager for Hasbro, Inc., Sherry had spent ten years in university student affairs. (Earning a certificate in human resource management through Bryant's Center for Management Development also helped. "It was a crash course in making the transition," she says.)

Sherry turned out to be the perfect role model for her mentee, Dianne Kahn '95. When she started the program last spring, Dianne was thinking about changing from a marketing to a management major. The mentorship gave her new ideas. A psychology minor, Dianne became intrigued by Hasbro's toy-testing lab and may pursue a career related to the psychology of products.

"Sherry helped me realize that no matter what job I had, I'd have to take work home," Dianne recalls. "Because I take things very seriously, I knew working in human resources would be a heavy burden for me." Discovering the reality of a career can help students choose, or not choose, possible directions.

"I still call Sherry and use her as a resource," Dianne says. "She's awesome." Ron Deluga, her advisor and himself an informal mentor to Dianne, is proud. Here she is implementing networking, a skill she developed in his Learning for Leadership seminar. Applying knowledge to the real world is working. ▲



# RELATIVE

BY MIRIAM

Images of a family business are more likely to consist of the neighborhood corner store or the farm vegetable stand than of conflict resolution and succession planning. Yet, more than 13 million family-owned/family-managed businesses in the United States face such leadership issues every day.

A family business is an enterprise owned or operated by two or more family members related by blood or marriage; one that has been or will be passed to at least a second generation; or one that employs two or more family members. Half of the United States' work force is employed by family businesses. That's a lot of business requiring a lot of managing.

Family enterprises face many of the same management challenges as other businesses, including strategic and financial planning. They also may experience the complications created by the emotional bonds of family ties that can be a source of strength as well as stress. Bringing work home takes on new meaning since conflicts between family members may not easily be left at the office. On the other hand, the extra opportunities for communication or the informality

between family members may be an advantage. Positive experiences, however, are often not serendipitous; they are the culmination of purpose and effort.

Bill O'Hara is Bryant's President Emeritus and Executive Director of the College's Institute for Family Enterprise (IFE), a membership organization that helps family businesses deal with the distinctive management situations they face. Bill says, "As with any business, the most im-

**A family business is an enterprise owned or operated by two or more family members; one that has been or will be passed to at least a second generation; or one that employs two or more family members.**

portant aspect of a family business is planning. From there, it's a matter of uniting the unique dynamics of family relations with the company's strategies." IFE's advisors sometimes suggest that, as part of the planning process, the president incorporate an advisory board of non-family members and a smaller number of family members. This board may assist in the conflict resolution process by evaluating situations from an objective standpoint, then making recommendations to the president.

Such planning can help the family business overcome important challenges such as conflict resolution when the family's traditional hierarchy may be difficult to separate from the business' chain-of-



# SUCCESS



PERRY '95AS

command. Preparing a strategy for conflict resolution – before the crisis occurs – facilitates a more timely, and less stressful, solution. Bill says, “To facilitate resolution, it must be clear to all employees, family and non-family, who the decision-maker is.”

Lucille Alviti '85 became president of Alviti Tool & Die when her father passed his international jewelry manufacturing business to her. Though he still goes to work every day, his role is as a consultant; Lucille is the decision-maker.

During the summers of high school, Lucille worked in Alviti Tool & Die's factory, located in Johnston, RI, doing assembly work. She was an office manager there while at Bryant, pursuing an accounting degree with a plan to land a job in an accounting firm. However, in her third year at college, as she learned about profit margins and cost analysis, Lucille made a connection between the principles she was studying and the reality of her father's business. “I realized that Alviti Tool & Die was a viable business. I wanted to go back and put to good use what I had learned.” And so she did. After graduation, Lucille returned to the business, this time as a

manager. Satisfied that she would carry on his vision for the company, Lucille's father passed the company to her.

Now, Lucille thinks about the time when she will pass Alviti Tool & Die to a new president. She watches her daughter and her nephew, both currently working at the family company, for signs of a successor. Enthusiasm is as important to her as leadership development.

**Half of the United States' work force is employed by family businesses.**

**That's more than 13 million family-owned/family-managed businesses.**

Lucille says, “Since I can remember, my father would come home and talk about the business. Always, he was excited about it. When your identity is wrapped up in something like this, your commitment to its success is immeasurable.” For Lucille, a leader is not only the boss but also the foundation of the business. Once she finds her successor, she will share her knowledge – not just of the business but of the people, too. She'll advise the company's next president to “give people direction and empower them to make decisions so that their highest potential can be reached. A sense of accom-

plishment is the foundation for success. That success, in turn, evolves into leadership.”



## ALVITI TOOL & DIE



**LUCILLE ALVITI '85, WITH HER FATHER**

**"When your identity is wrapped up in something like this, your commitment to its success is immeasurable."**

By definition and by focus, succession distinguishes an entrepreneurial company from a family business, an investment from a legacy. There is only a 33 percent chance that a family business will survive from first to second generation ownership, and only a 15 percent chance that it will survive from second to third generation. These odds can create an enormous amount of pressure on the company's president to choose the best successor. All of the hard work, long hours, risks, and triumphs cannot have been in vain; knowing that the company will continue for many years to come conveys a permanent sense of accomplishment.

Choosing a successor requires careful planning designed to address the concerns of all those affected: leaders, employees, and family members. Bill O'Hara suggests



that the plan specify the new leadership's goals relative to the long-term goals of the company. He also advises that the best time to plan for succession is at least five to ten years before the company is passed down. And it's never too soon to begin observing how current family employees are performing. Providing early opportunities that test leadership abilities makes the later challenge of choosing a successor easier.

Jim Richardson '68, founder and president of the J.S. Richardson Group, Inc., in Maple Shade, NJ, understands the importance of providing opportunities. His company owns four retail auto dealerships, five property management companies, and a marketing firm. Although Jim's time is devoted to the present management of his enterprises, he keeps an eye toward the future. Since Jim hopes to someday turn his eight million dollar business over to a member of the family, he watches relatives who work with him for signs of a successor. Jim's daughter and his nephew currently work for the J.S. Richardson Group. His son works elsewhere in the automotive retail industry but may join the company soon. Jim expects that when his son does join the company, he'll bring not only experience, but fresh perspectives.

Whether his family members choose to climb their career ladders from inside the family business or "on the outside," Jim is happy to have them join him. "It's nice to have family members in the business," he says. "They have more at stake in the company because their future is so directly tied to the consequences of long-term decisions."

Jim provides the opportunities, tools, and support his relatives need to succeed. Each family member learns the business through the finance, management, and sales and marketing departments. It is important to Jim that they understand more than the technical

aspects of management. To him, people are the company's biggest, and most important, asset. Customer satisfaction equals customer loyalty and that, he believes, adds up to the flourishing businesses he owns.

Like many effective managers, Jim does not consciously think in terms of leadership credos — he just knows what works and hopes to pass on that knowledge to the family members who work with him. He says, "I will teach them what I know, the rest is up to them. I don't know everything, so I listen to them. Through them, I learn too." Together they will shape the future of the company that is their legacy. Jim has confidence in the success of his family and his company. He has to.

"It's important that those interested in managing the company have the opportunity to do so," says Jim, "because I want to be able to play a lot more golf!"

Tom Marotta '67, president of Marotta Scientific Controls, Inc., also endorses providing an environment that fosters growth. He believes it is a key component in the formula for success. For 51 years, Marotta Scientific Controls, a manufacturer of precision liquid and gas-control products based in Boonton, NJ, has thrived. Tom believes it is in part due to his employees' great

sense of pride and ownership of their work.

He knows about how the employees feel because when Tom took over the company 14 years ago, his employees were not strangers to him. Tom had worked in the business since he was 12, learning from the people he would someday lead. Mutual respect has ensued. Tom says, "In many ways, it's easier to come up through the ranks; the employees learn to accept you by your capabilities. They know that the company is in good hands, that they're given a job because of what they can do, not because of who they are."

**There is only a 33 percent chance that a family business will survive from first to second generation ownership, and only a 15 percent chance that it will survive from second to third generation.**



## J.S. RICHARDSON GROUP, INC.



**JIM RICHARDSON '68**



**"It's important that those interested in managing the company have the opportunity to do so."**

Should his sons, both in college, decide to join their father, they will also learn the business from the ranks. In the meantime, Tom has encouraged them to do graduate work and explore the opportunities available to them outside of the business so that they understand all of their options. If they do show an interest, he will be sure to give them the learning experiences they will need to eventually succeed him. Tom is aware that letting go is part of the growth – for him, the company, and his sons. "Eventually, my sons will have to decide how to make the company grow, and they will take risks. Though I may not agree with those risks, I've got to let them make their choices."

A choice Tom considers especially important is deciding which problems to solve since he believes that it is impossible to solve every one. Instead, he says, "It's best to focus your goals and energies on those things that you can handle." Sometimes this means sharing the problem-solving tasks with others. In this case, his employees may team with consultants to tackle large or complex problems. Those consultants are an example of how far investment in employees can go – they are Marotta's retirees. Tom says, "This

company is filled with dedicated people who have an incredible amount of well-deserved pride in their workmanship. When they retire, their expertise does not diminish. I continue to count them as an integral part of our team." Leading by example, Tom will teach his successor to value employees who are committed to the company's future.

In order to succeed into the future, leaders of family businesses will try every arrangement possible to build and maintain an enterprise that will grow and prosper.



Effective leaders often provide opportunities for successors to learn and grow. There seems to be no one right answer. Each family's solution to a problem may be as unique as the family members themselves. Though families who work together have the added stress of family relations to deal with in the workplace, they also have the combined strength of people who are working together toward a common, lasting goal. There is so much more at stake than a bottom line. ▲

*Tom Marotta's leadership earned him Bryant's Institute for Family Enterprise First Annual Business Alumni Award last May. The award is sponsored by Trustee Richard Oster '91H, group managing director of Cookson Group PLC based in London and chair of Cookson America in Rhode Island. Tom was chosen as a Bryant alumnus who reflects the highest standards in family business leadership. Bryant's Institute for Family Enterprise is accepting nominations for the Second Annual Alumni Award to be presented in May 1995. Contact Gloria Lincourt at the IFE office by phone 401-232-6478, fax 401-232-6948, or mail. The deadline is March 3, 1995.*

## MAROTTA SCIENTIFIC CONTROLS, INC.



**TOM MAROTTA '67**

**"It's best to focus  
your goals and  
energies on  
those things  
that you  
can handle."**



Roller blades, compact disks, boats. This could be the shopping list for a day of fun and relaxation.

For John Roderick '80, Dustin Goldstein '95, and Paul Dennis '92MBA, these things may be fun, but they're also the tools of their trades. These men are hard at work. Really.

Luckily for John, Dustin, and Paul, work is a real pleasure. That's because their careers are of their own creation. They're entrepreneurs, each leading very different ventures, with very different goals.

# MINDING THEIR OWN

BY KAREN D. CALLAN

"Entrepreneurs come in all shades. Some take a calculated risk and others take risks to an extreme with a highly-innovative product," says Jack Keigwin, who knows firsthand. As executive-in-residence at Bryant, he teaches entrepreneurship at both the undergraduate and graduate levels. Outside the classroom, he's a long-time entrepreneur and currently president of FH French Co., a regional designer and contractor of high-tech research and manufacturing facilities.

"An entrepreneurial venture isn't just always high risk, high tech, or highly innovative," he says. "There are other ingredients such as commitment and stubbornness. A new venture doesn't have to change the lives of mankind. It need only be unique in the form in which it's delivered. An entrepreneur can also reinvigorate an existing business by adding a creative spin to it."

Spinning is something John Roderick knows a lot about — the spinning of wheels that is. John helped develop and patent Roller Edge Live Action in-line skate wheels, which, he says, are the first in-line wheels that stop and maneuver like ice skates. The product is from a division of Mearthane Products Corp. of Cranston, RI, a 30-year-old family business specializing in polyurethane products, where John is corporate vice president. Primarily known for its business machine assemblies for copiers and printers, Xerox, IBM, and Eastman Kodak are some of Mearthane's clients. Among skateboard buffs it is also known as the business that revolutionized that industry in 1975 by adding precision bearings to the wheels. The wheels near and dear to John, however, are the in-line type. With true pride of ownership, he says, "This product should take the country by storm."

While John concentrates on spinning wheels, Dustin Goldstein spins compact disks. But the real product of his business, DJ

Productions in Smithfield, RI, is his disk jockeys who keep the music playing at college and high school events throughout southern New England.

Setting himself apart from the competition can be a challenge, Dustin says, but with strong business instincts, he's doing just that. "We began with direct mail advertising to 200 potential clients — high schools, colleges, fraternities, and sororities. And every six weeks, we mail flyers with our price list," he says. "We also have a code of honor that states we'll match the price of any other DJ."

Dustin began the business his senior year of high school. While it's become very successful with a 50-client base, he's not sure if he'll continue the venture once he graduates. "It started as a way to pay for college and have some spending money. It's going well, but I have to see what other opportunities are out there."

Unlike Dustin, Paul Dennis is certain that he's heading in the right direction and is making long-range plans for his business. The owner of Warren River Boatworks, Inc., his ultimate goal is to custom-build new boats. But to succeed amidst many competitors, he knows he has to first build a client base and a reputation of trust. "We offer a comprehensive program that provides everything from winter storage, to repairs and service, to recommissioning in the spring, ready for the customer to sail away," Paul says. "We hope that if we provide personalized, conscientious service and follow-through, we can attract clients who will stay with us."

Being on a first-name basis with customers usually means staying small, but that's okay with Paul. "I don't want to get too big. I want to keep the business hands-on and get them dirty every day. I want to provide creative solutions, solve boating puzzles, but not on a mass production basis."

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Julie R. Fougere  
Vice President

**"If you're going to start your own business, it has to be a burning desire.  
... You have to be willing to wear a lot of different hats."**

**—Julie Pavadore Fougere '76**



Staying small, taking the country by storm, changing directions completely — the goals of these men may not be very similar, but what drives them is. They're linked by the common bond of the entrepreneurial spirit, the very nature of which stirs enthusiasm and energy in those overtaken by it.

Jack Keigwin shares their fervor. "Entrepreneurs are sustained by their emotional side," he says. "They're excited, strong-willed, and passionate. They're driven by the opportunities they uniquely recognize. And to recognize opportunity, they need vision and/or intu-

# BUSINESS

ition, which are prime characteristics of all leaders. Entrepreneurs are, in fact, leaders. Entrepreneurial leaders know where they want to go, but aren't sure how to get there. For them, the journey evolves on the road."

That journey may result in a product that leads the market, such as John Roderick's in-line wheel. Or, perhaps more often, the trip provides a lesson in leadership that enables particular ventures to rise above the competition.

Julie Pavadore Fougere '76 and her husband, Alan, have been able to merge a winning leadership style with a market-leading product. Most likely, that combination is key to their success.

Their enterprise, Falmouth Scientific, Inc. in Cataumet, MA, develops and manufactures oceanographic instrumentation and measurement equipment used for scientific research. While the product is technical, marketing it depends on good business sense, made possible by the shared leadership of Julie and Alan.

"My husband, who has an engineering background, deals with the technology. With my Bryant education, I handle the business end and the exporting, which is 65 percent of our market," she says. "So many

aspects of operating our business aren't technical, but are financial. I'm good at what he's not. We balance each other."

And they're doing it well. "We've grown really fast despite starting up just previous to the recession," Julie says. "I think we are becoming number one in the industry because we offer competitive pricing and have good liaisons to help us develop new technology. Research and development costs are very high, so we try to supplement them by licensing technology."

Add to these challenges, a staff of 15 engineers and technicians, and sound leadership skills become essential. "By the time we're ready to hire it's because we know we can't handle a certain area anymore. It's become a necessity," Julie says. "But it's hard to let go. We've nurtured the business from day one — it's our baby. However, you have to give your staff the authority and responsibility to do their job. The people here are our major resource. They keep us going and growing. No computer, software, or business guru could replace them."

**"It's a lot of blood, sweat, and tears, and you have to be willing to stay in it for the long haul."**  
—John Roderick '80



Drawing on his simultaneous roles as both owner of a business and as a full-time employee at a computer software store, Dustin Goldstein concurs with Julie's leadership philosophy. "In my DJ business, I have a laissez-faire management style. By working for managers in retail, I know that when people feel trusted, know what's expected of them, and are allowed to work independently, they'll do a better job than if there's someone looking over their shoulder," he says. "In my business, I have a set of expectations, and I give my staff a lot of responsibility. If they make a mistake, I may get angry, but I tell them what I expect again. If they're dedicated, they learn. And it's possible that maybe I didn't explain myself well the first time."

Despite occasional difficulties, Dustin enjoys being in charge. "I like being my own boss. There's a real feeling of gratification in knowing that I've signed my own paycheck," he says. "But I also know I won't get one if the job's not done right. My motivation and drive always have to be there. The buck stops with me."

Paula Tucci '92MBA also knows that success is up to her, but the knowledge came unexpectedly. She's the founder of Festivities a la Carte in Cumberland, RI,



**"I don't think it's as risky to go into business for yourself as most people think. To me, it's less secure to work in an established corporation."**

**—Bo Bennett '94**

as a "reluctant entrepreneur," one who is pushed into a venture by circumstances out of his or her control.

In Paula's case, the circumstance is cerebral palsy. While the condition itself in no way limits her ability to perform her job, she says it can limit others' abilities to allow her to do so.

Before embarking on the entrepreneurial path, Paula says she took all the right steps to follow a more traditional business route. "I graduated from Smith College and earned my MBA at Bryant to become even more prepared." But instead of finding a career, Paula found only frustration. "Even though I had a solid education and there are laws like the Americans with Disabilities Act, people still judged me by what they saw. I know what someone thinks of me as soon as I walk in the door. I can see it in their reactions right away."

Unable to find an opportunity, she made one. "I decided to be my own boss and control my own destiny. I know I'm capable. If I succeed, or if I fail, I'm doing it my own way and by my own rules," she says. "I'm in the start-up phase now. I'm networking and making connections. I want to do it right, so it will take a while."

Paula's had a good head start. She conceived of and runs an annual fund-raising event to benefit cerebral palsy research. Called the "Just Because" Dinner Dance, this year's event hosted 300 guests.

It's an important cause to Paula, and it's a lot of work. "I have some help, but when push comes to shove, I do almost everything. I write the letters, stamp the envelopes, do the running around and organizing, and write the thank yous after the event," she says.

Self-sufficiency is important to Paula, and it's a driving force for many entrepreneurs. They've chosen to lead the way to their own futures. For many, it's the ultimate form of control. But to those

a customized event-and function-planning business. Paula is what Jack Keigwin describes

not bitten by the entrepreneurial bug, reaping the rewards of control may seem to come at too high a price.

For Bo Bennett '94, owner of Adgrafix, in Boulder, CO, the opposite is true. "I don't think it's as risky to go into business for yourself as most people think. To me, it's less secure to work in an established corporation. There you can be let go any time. On your own, you

have complete control and are responsible for your own income." He adds, "I think the best time to begin is when you're young. You don't have car payments, mortgages, and a family to support."

Bo knows what he's talking about. "When I was ten, I made wood key racks in my father's shop and sold them around my neighborhood for five dollars each for Christmas money. I came home with a hundred dollars. My parents thought I stole it," he jokes.

His entrepreneurial zeal didn't wane in high school. "I had a couple of small businesses that failed, but I learned a lot from that. You pick up what doesn't work and what's really stupid."

Bo's current business, a graphics service for advertising specialty distributors, stems from the enterprise he began while a Bryant student — Bennett Specialty. Then he was the distributor, selling promotional products such as calendar holders and T-shirts. His first client was the student activities office at Bryant. The business became so successful that Bo had an office in Warwick and a staff of four.

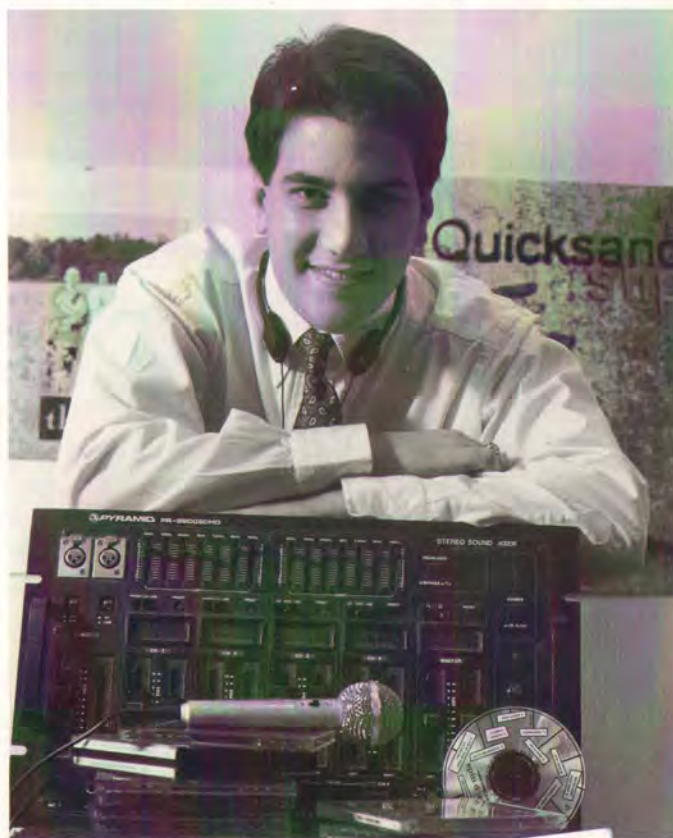
His greatest frustration was finding someone to produce the graphics for the products. Realizing he actually preferred that aspect of the business, Bo changed direction after graduation and formed Adgrafix. "There's practically no competition

on this side of the business, and it can be more profitable if done correctly," he says. Bo is still in the beginning phase and is working alone, but expects to hire other designers as his business grows.

Recognizing a need and finding the appropriate resources to solve it are basic tenets of entrepreneurial theory, says Jack Keigwin. "Entrepreneurship is the pursuit of opportunity without regard to

**"There's a real feeling of gratification in knowing that I've signed my own paycheck."**

**—Dustin Goldstein '95**



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resources one has available. Entrepreneurs don't control or own their resources, but they know where to find them."

And sometimes barter for them. Paul Dennis likes repairing and upgrading boats, particularly when there's woodworking involved, as he considers his expertise to be in marine carpentry. He's not nearly so fond of engine work, however. But Paul's found a resource in the diesel engine shop next door. "He specializes in engines. He provides expert service to my customers, and in return I provide woodworking services to his. We swap off and it benefits us both," Paul says. In fact, the building that houses his business is made more affordable through barter. "I don't own the building, but I've been able to lower my rent by trading off leasehold improvements with the landlord."

Computer technology is another problem-solving resource for entrepreneurs, and Dustin Goldstein takes full advantage of it in his DJ business. "Different geographic regions like different music. What's popular at Bryant doesn't necessarily go over in Brockton, MA," he says. "With our computer data base we can cross-reference by music types. If a client wants a certain theme for a prom, we can find the right music to fit. The main difficulty is keeping everyone happy at the same time, and this helps me do it."

By keeping his clients content, Dustin has found that one of the most powerful resources available to entrepreneurs is almost entirely under their control — their own good reputation. A network of satisfied customers is the best, and most affordable, form of advertising.

To Julie Fougere of Falmouth Scientific, it's critical. "Our market is a small community. We have to keep our clients happy because our market is very small. Reputation is everything, and news of bad service spreads like wildfire."

Entrepreneurs don't let that fire burn any bridges. Paul Dennis was once a plant manager for Freedom Yachts; now he counts them among his customers. "Because I left with a good reputation, they've

endorsed me as their local service agent. I provide special services to their customers that would otherwise interrupt production at their factory. I know these boats inside and out, and Freedom knows I will be able to represent them well dealing with their customers. They feel secure, and it's saved me a lot of advertising and enhances my credibility," he says.

Even the best marketing won't replace what are perhaps the most important resources cited by successful entrepreneurs: plain old hard work and sacrifice.

**"I want to keep the business hands-on and get them dirty every day."**

**—Paul Dennis '92MBA**



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President

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"It's a lot of blood, sweat, and tears, and you have to be willing to stay in it for the long haul," says John Roderick of his in-line wheel venture. "For me, the 40-hour work week becomes an average of 50 or 60. A lot of people think that entrepreneurs are always on the golf course. I don't think I've ever shot below 100," he laughs.

Bo Bennett didn't play golf, or much else, while running Bennett Specialty when he was a student. "You have to avoid scheduling too much of your time, because with your own business you never know what's going to happen. Some days you work only a couple hours, the next day it might be 20."

Julie Fougere says, "If you're going to start your own business, it has to be a burning desire. You have to dig in with both heels, and not just for one or two years, but for several. You have to work well with your staff and be willing to wear a lot of different hats."

Whether that headgear is a crash helmet, a set of headphones, or a sailor's cap, this may be the time for the curious to try one on for themselves. With corporations downsizing, the business world is ripe for budding entrepreneurs with creative ideas that will produce new jobs. It's a period where the truly innovative can lead the way. As Jack Keigwin says, "This is the era of the entrepreneur." ▲

**"If I succeed, or if I fail, I'm doing it my own way and by my own rules."**

**—Paula Tucci '92MBA**

FESTIVITIES A LA CARTE  
**Paula Tucci**  
PO BOX 7644  
AND, RHODE ISLAND 02864  
401-333-8998



What are the chances of a corporation surviving nearly 20 years under the leadership of 18 different CEOs? Probably about the same odds as winning the lottery.

There is such a corporation, and it's right here at Bryant. BRYCOL Student Services Foundation, Inc. is a non-profit corporation run entirely by students. A staff of 85 manages its \$300,000 yearly revenue. Not bad for a venture that almost never opened its doors for business to begin with.

# INCORPORATING EDUCATION

BY KAREN D. CALLAN

BRYCOL was created in February 1975 by Kevin McGarry '75 and seven other entrepreneurial-minded students who hoped to incorporate the student senate. "The College was wary because of possible liability," says Mike Hammer '77, one of the founders and a former president. "So, we drew on our experience as business students and decided to set up a corporation." They developed a plan that has proven to be a good fit for Bryant. "Education for business leadership is the mission of both the College and BRYCOL," Mike says.

To make that theme more than a mere tag line, the eight founders went to the statehouse with incorporation proposal in hand. Entering as a group of idealistic college students with no bond other than a shared vision, they left unified as a corporation. "When we walked out with those papers on that cold winter day, we felt like a million bucks," Mike remembers.

That feeling of exuberance would soon give way to the ups and downs of day-to-day business. "Working with BRYCOL wasn't all roses. The first semester, we had a negative cash flow of 600 percent," Mike says. "That was when I learned the leadership skills that empower teamwork. I still use those skills in my business today. BRYCOL made it because of teamwork."

BRYCOL's founders designed its bylaws with longevity in mind, but in practice they weren't planning too far in advance. Mike says, "Like all businesses in infancy, we were only concerned with survival. We weren't thinking ahead 10 to 15 years."

Now, almost two decades later, BRYCOL has become an integral part of the Bryant community. When BRYCOL began, its primary business was the Country Comfort pub. Today's services also include Tupper's pizza and sandwich shop, the *Informant* student directory, and Celebrations special occasion service.

While BRYCOL provides these services to the community, it offers much more to the students who join. "It's a tremendous real-world learning experience. You can practice every aspect of a business: accounting, marketing, human resources," says Jim Zahansky '95, BRYCOL's chair and CEO. "You gain the entrepreneurial experience

without investing your own money. BRYCOL lets you apply what you learn in class to a real business."

Mike agrees enthusiastically. "It expands the walls of the classroom. It's the ultimate entrepreneurial laboratory," he says. "BRYCOL students face things they otherwise wouldn't for many years after graduation, because it usually takes many years to earn that level of authority."

But accepting authority also means accepting difficulties. "With 30 employees, I quickly learned what management was like," Mike says. "It was hard to get people to work when there was a mixer or during exams. You had to act responsibly and not join in on every activity on campus."

Despite the sacrifices, Mike sees the opportunity to lead BRYCOL as a gift. "The leadership of BRYCOL has been passed from one student leader to another for two decades. To see it perpetuate is exciting . . . to participate is inspiring," he says. "Sometimes BRYCOL's leaders may lose out personally in the short run, but they gain professionally in the long run. Every president of BRYCOL has some lonely moments at the top. Entrepreneurs have to be responsible, and sometimes that means making unpopular decisions."

For Jim, some decisions have been painful. Perhaps the most difficult was closing a branch of BRYCOL that he began, the Townhouse Exchange. A convenience store located in the townhouse utility room, its value seemed obvious: offer students the odds and ends they need at a location close to their residences. "We took risks, and there was a lot of commitment. We even brought in a video service from off campus. But there was no foot traffic, no market, with other on-campus competition," Jim says. "We couldn't support something that wasn't making money, so we had to shut it down."

Other areas of BRYCOL were struggling, too. "The problems started with the Townhouse Exchange. A lot of our capital resources went toward it, but it never brought enough back in, so our other businesses suffered," Jim says.





**Jim Zahansky '95, top center: "BRYCOL lets you apply what you learn in class to a real business."**

Undaunted, Jim and the other members of the BRYCOL board continue to be driven by the challenge and the promise of success, and a bit of pride, too. "I don't want people to say I abandoned them or left them in a hole," Jim says. "Someone had to be committed to BRYCOL. It has a tremendous history. I got caught up in that and felt I could help."

The members of BRYCOL are candid about its problems and realistic about the solutions. That honest, pragmatic approach is why the bottom line is improving. Jim says, "We've evaluated where we are. We're rethinking and focusing on our core businesses."

Sometimes that means recognizing what businesses to stay out of. "We're using other people's resources and outsourcing. We run the campus vending machines, and one of the biggest problems in the past was damage and repairs. We've renegotiated our vendor contract and now have full service. They do all that, so we don't need a vending staff," Jim says. "We're modernizing. We use a software program to prepare a monthly profit/loss statement. We've downsized our accounting department, too, by working with an accounting firm once a month."

Anyone who has been involved in a downsizing knows it can be very difficult. Imagine facing a former employee daily. "It's really difficult to see in class people I've let go," Jim says. "But we had to downsize to survive. I think that most people realize we did it to make the organization stronger."

Not only is BRYCOL outsourcing for services, it's outsourcing for expertise. Its board has been reorganized, and for the first time includes members who aren't undergraduate students. "We restructured to bring in the perspectives of a more diverse group of people. People's thoughts are resources too," Jim says. New to the board are four faculty members, two graduate students, and two BRYCOL alumni. "The new board is already making a difference," says Jim. "They've been working on restructuring and rewriting our bylaws. The trustees have a high level of commitment."

Commitment seems to be an inherent quality of BRYCOL participants. It's much more than a dedication to the success of the corporation's enterprises; it's a commitment to preserving the opportunities offered by BRYCOL. "It's shortsighted to judge BRYCOL's success by a balance sheet or an income statement," says Mike. "Its value is much more — it's the experience. I've witnessed many future business leaders being developed by their BRYCOL experience. It's rewarding to see that the spirit of entrepreneurship is still so intense."

If the name BRYCOL is an abbreviation of Bryant College, then perhaps the BRYCOL experience is a summation of business principles learned in the classrooms. For BRYCOL's staff, the College's motto of "Education for Business Leadership" has become a way of life. ▲

*BRYCOL is planning a special reunion in early 1995 to celebrate its twentieth anniversary. If you were involved in BRYCOL, call (401) 231-1220 for more information.*



Bryant's financial position on July 31, 1994, continues to be strong. Continuing a long tradition, Fiscal 1994 results show that Bryant's current fund revenues and expenditures were in balance. The accompanying charts provide more detail as to the sources and uses of current funds.

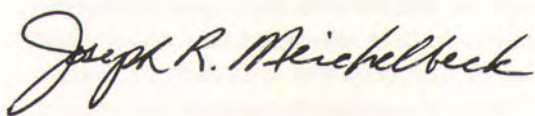
Total current fund revenues declined slightly to \$54.6 million, reflecting lower enrollment in the full-time undergraduate program. Expenditures for instruction, student services, and student aid increased, while expenditures for administration and debt service decreased. Student aid was one of the fastest growing parts of the budget, increasing 6.3% to \$10.7 million in 1994.

Total fund balances grew from \$95.8 million to \$98.1 million, primarily due to investment gains in the endowment fund. The market value of the endowment grew 7.5% to \$56 million due to investment gains and gifts. Total return for the endowment was 4.0%, substantially better than the S+P 500 Index of +1.4% and the Lehman Bond Index of -1.5%, but down from double digit rates of return earned in prior years.

Bryant expended \$2.6 million from the Plant Fund in 1994 to upgrade academic and administrative technology, as well as continuing planned maintenance of residence halls and athletic facilities. Deferred maintenance, which is a major issue on many other campuses, is not a problem at Bryant College due to long range planning and funding of periodic replacement needs on an annual basis.

Bryant's financial results for 1994 demonstrate that the College has prudently managed the resources entrusted to it. Bryant has achieved a strong capital base which will help it meet the challenges of academic innovation, changing student interests, increased student aid, and competitive influences.

In the future, Bryant's success will continue to depend upon the generous support of students, parents, faculty and staff to provide an important margin of excellence.

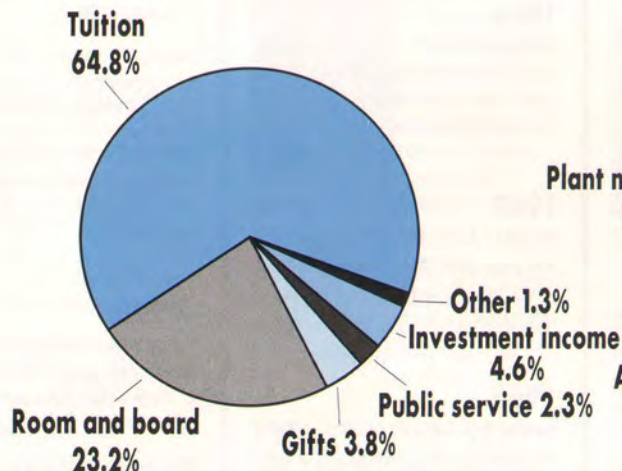


Joseph R. Meichelbeck  
Vice President for Business Affairs

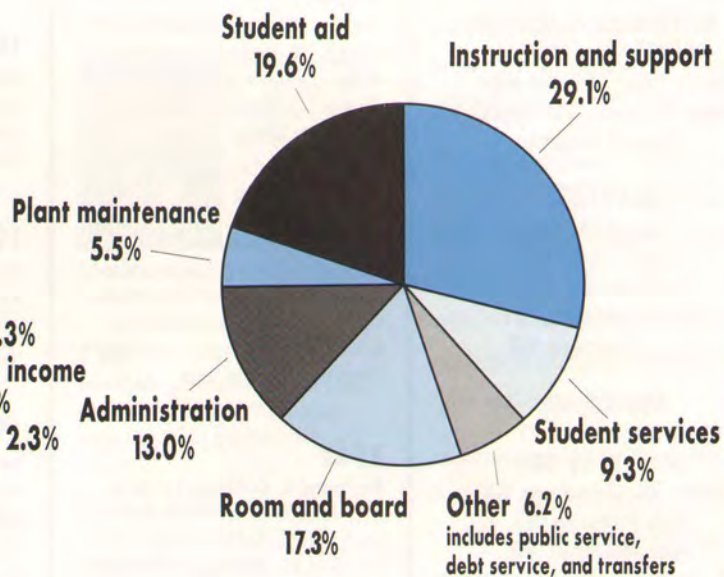


# BRYANT COLLEGE FINANCIAL HIGHLIGHTS

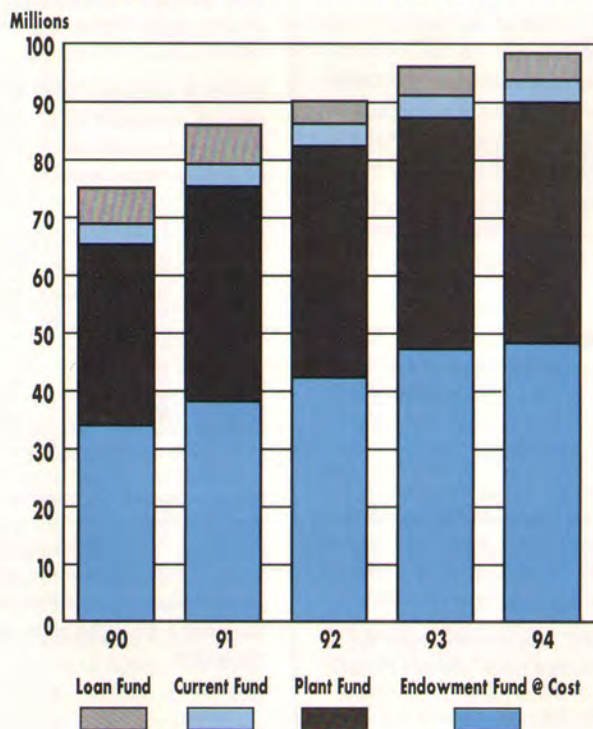
## REVENUES



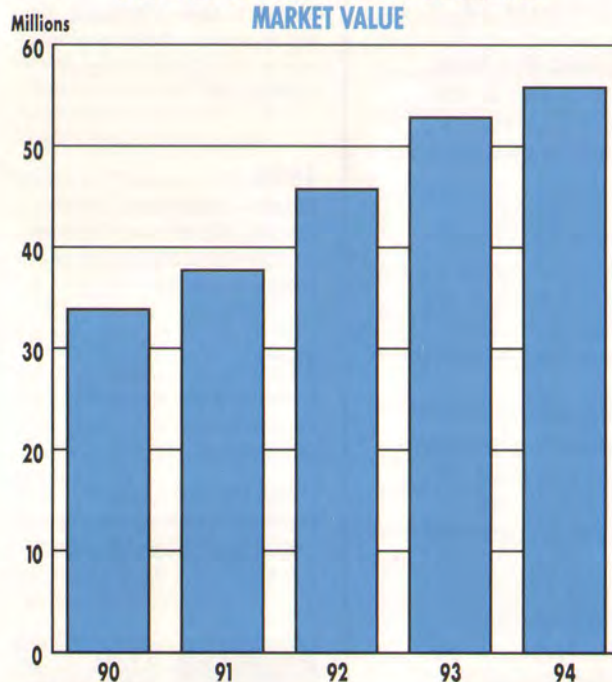
## EXPENDITURES



## GROWTH IN FUND BALANCES



## GROWTH IN ENDOWMENT MARKET VALUE





# ALUMNI LEADERSHIP

## NATIONAL ALUMNI COUNCIL CHAIR

**Jerry Cerce '69, Trustee**  
**Ernie Almonte '78 '85MST**  
 Alumni Trustee

## CHAPTERS

### ATLANTA, GA

**Noel Clark '90**  
**Deb Friend '91**  
**Dave Goldstein '91**  
**Steve Berman '68**

### BOSTON, MA

**Gene Duarte '87**  
**Paul Kelly '88**  
**Dave Normandeau '84**  
**Nick Puniello '80**  
**John Ragnoni '86**

### FAIRFIELD COUNTY, CT

**John Boccuzzi '90**  
**Chuck Carboni '88**  
**Lisa McGorty '90**  
**Bob Perry '77**

### GREATER NEW YORK

**Dave Goodman '89**  
**Lori Fitzgerald '83**  
**Larry Jasper '91**

### HARTFORD, CT

**Sandi Aldieri '82**  
**George Law '82**  
**Wendy LoSchiavo '82**  
**Vicente Pina '88**  
**Joyce Suleski '85**

### RHODE ISLAND

**Crystal Pilon '89MBA**  
**Jerry Kirkwood '61**  
**Ray Grigevich '91**  
**Paul Capuzziello '91**

### SOUTHERN CALIFORNIA (LOS ANGELES)

**Brian Terkelsen '86**  
**Ralph Manuel '60**  
**Barbara Preissel '65**  
**Mike Goldfader '90**  
**Alan Chop '76**

## ALUMNI TRANSACTIONS

### 1919

**Rose (Melone) McCool** of Cranston, RI, has been a Catholic Charity Fund Appeal volunteer for 68 years.

### 1928

**Frances (Dembo) Segal** of Manchester, CT, received an associate degree in general studies from Manchester Community Technical College in May 1994.

### 1940

**Alice (Durfee) Oates** of Tok, AK, received the 1994 Denali Award as Alaskan of the Year for her outstanding performance on behalf of the Selective Service System and the Veterans of Foreign Wars.

### 1941

**Raymond L. Gaillaguet** of Rumford, RI, a philatelist for the last 40 years, was named Volunteer of the Month in the July-August 1994 publication of the Cardinal Spellman Philatelic Museum in Weston, MA.

### 1950

**Francis N. Alger** of Plymouth, MA, was appointed to the Board of Trustees for Dean Junior College in Franklin, MA.

### 1955

**Duane G. Lighthall** of Craftsbury Common, VT, was named business manager-CFO at Sterling College in Craftsbury Common.

### 1957

**Joseph N. Cugini** of Westerly, RI, was the commencement speaker at his alma mater, Westerly High School.

**Lillian (Mercier) Ridgewell** of Providence, RI, has retired after 37 years of teaching high school business education in Warren, RI.

### 1960



**Judith (Ferris) Squillante** of Miami, FL, was named to the Board of Directors of Post, Buckley, Schuh, & Jernigan in Miami.

### 1961

**Edward K. Hutton Jr.** of Winsted, CT, was named director of human resources, North American sales and service, at Perkin-Elmer Corporation in Norwalk, CT.

### 1962

**Michael Morrell** of Seattle, WA, was elected president of Westlake Associates, Inc., a commercial and investment real estate service firm.

### 1963

**Thomas A. Taylor** of Swansea, MA, was promoted to president and chief operating officer at Amica Mutual Insurance Co., in Providence, RI.

### 1966

**Kenneth J. LaSalle** of Lansing, MI, was named vice president of finance at Wayne County Community College in Detroit, MI.

**Frank E. Rook** of Woonsocket, RI, a teacher at Bellingham, MA, High School, has retired after serving a total of 30 years in the US Army Reserve.

### 1967

**Melvin S. Dubovick** of Lake Worth, FL, was promoted to senior planner in the personal computer division at IBM Corporation in Boca Raton, FL.

**Margaret (Ahern) Winsper** of East Greenwich, RI, is a psychotherapist practicing in East Greenwich.

### 1968

**Rosemary (Carlton) Abbott** of Lincoln, RI, was promoted to lease administration officer at Citizens Bank in Providence, RI.

**William J. Fagan** of Woonsocket, RI, was appointed assistant director of the information services division at Rhode Island Department of Employment and Training in Providence, RI.

**John J. Lipa** of North Adams, MA, was named union relations consultant at Martin Marietta Corporation in Pittsfield, MA.

**James S. Richardson** of Mount Laurel, NJ, received New Jersey's 1994 Time Magazine and Goodyear Tire Quality Dealer Award at the NADA convention in San Francisco, CA.



### 1969

**John W. Jennings** of Cumberland, RI, was appointed to executive vice president of marketing and operations at KKM, Inc.,

in Lincoln, RI.

**James M. Nagle** of Barrington, RI, was appointed business manager at Lincoln School in Providence, RI.

**John A. Pereira** of Lawton, OK, received his juris doctorate degree from the Oklahoma City University School of Law.

### 1970

**Francis D. Bilodeau** of Whitinsville, MA, is a physical distribution manager for Wellfleet Communications in Billerica, MA.

**Vincent L. DelNero** of Greenville, RI, was named executive vice president and treasurer at Pawtucket Mutual Insurance Co., in Pawtucket, RI.

### 1972

**Steven E. Argosy** of Farmington, CT, is president of Connecticut Tool and Manufacturing Co., in New Britain, CT.

**Robert B. Carlson** of North Kingstown, RI, was named senior vice president of administration at Providence Washington Insurance Group in Providence, RI.



**Stewart E. Cohen** of Bow, NH, was appointed vice president of corporate human resources at Burndy Corporation based in Norwalk, CT.

**Ben J. Ingegneri** of Providence, RI, director of financial services at Duxbury & Ray Insurance Agency in Smithfield, RI, was selected to participate in Leadership Rhode Island, a non-profit organization of community leaders.

### 1974

**Daniel L. Aderholdt** of Wheaton, IL, is an account manager at US Filter Company in Wheaton.



**Ernest J. Joly** of San Diego, CA, was named senior vice president and general manager of Microelectronic Packaging America of San Diego.

**James L. Wynne III '81MBA** of North Kingstown, RI, was promoted to chief of police for the Town of North Kingstown.

## 1975

**Donna (Tortorella) Kahl** of El Segundo, CA, was promoted to director of security and safety at The Aerospace Corporation in El Segundo.

**Barry N. Levine** of Rancho Santa Margarita, CA, completed a 10-course financial program to receive the designation of chartered life underwriter.

**John H. St. Sauveur** of North Smithfield, RI, was elected a senior vice president of Valley Resources, Inc., in Cumberland, RI.

## 1976

**Raymond W. Depelteau** of Holyoke, MA, an investment advisor, was inducted into the Immaculate High School Sports Hall of Fame in Danbury, CT.

**Howard A. Flaum** of Littleton, CO, has founded Flaum Consulting Associates, Inc., based in Littleton, and was named a principal for Connolly Consulting Associates, Inc., in St. Petersburg, FL.

**Richard P. Masso '82MST** of Thousand Oaks, CA, was named west region director, trust tax services and director of the Los Angeles trust tax group at Ernst & Young LLP in Los Angeles, CA.

## 1977

**Thomas M. Boelsen** of Garden City, NY, was promoted to senior vice president, CFO at Olsten Corporation in Westbury, NY.

**Charles J. Boulter III** of Waterbury, CT, was named treasurer at American Savings Bank in New Britain, CT.

**Paul J. Capello** of Rehoboth, MA, was promoted to assistant vice president of consumer loans at Pawtucket Credit Union in Pawtucket, RI.

**Richard P. Formica** of Cheshire, CT, a lieutenant colonel in the US Army, has assumed command of the 1st battalion, 3rd field artillery in the 2nd armored division at Fort Hood, TX.

**Robert W. Newsham** of Orangeburg, SC, president and general manager of radio stations WQKI AM & FM in Orangeburg, was elected president of the South Carolina Broadcasters Association during their convention in Greenville, SC.



**Joseph M. O'Connell** of Ridgewood, NJ, was elected vice president of New Valley Corporation, the parent company of

Western Union Financial Services, Inc., in Paramus, NJ.

**Lois A. Wims** of Pawtucket, RI, was promoted to associate professor of administration of justice at Salve Regina University in Newport, RI.

## 1978

**John J. Black '83MST** of Johnston, RI, received his juris doctorate degree from Southern New England School of Law in North Dartmouth, MA.

**John E. Bucci Jr.** of North Scituate, RI, has opened a branch office in North Scituate of his firm, John Bucci Jr. CPA in Providence, RI.

**Ronald A. Ciesluk '80MBA** of Plymouth, MA, was named to the Board of Directors of Jordan Hospital in Plymouth.

**Richard B. Pomerantz** of Naperville, IL, was named president of Reliable Solutions, Inc., a manufacturer of specialty chemicals in Lemont, IL.

## 1979

**Janice (Hachadorian) Black '85MBA** of Johnston, RI, received a juris doctorate degree with honors from Southern New England School of Law in North Dartmouth, MA.

**Debra Brunner** of Chesterfield, MO, was appointed director of sales and marketing for Jerome L. Howe, Inc., in St. Louis, MO.

**Rick Duffy** of Tolland, CT, is vice president of CASE Partners, Inc., in Glastonbury, CT, an independent consulting service offering solutions for managing computer application development projects.

**Patricia L. Wood** of Foster, RI, was promoted to assistant manager of inventory accounting finances at LEGO Systems, Inc., in Enfield, CT.

## 1980

**Gerald J. Berard** of Houston, TX, was invited to the White House to accept from President Bill Clinton the 1994 President's Volunteer Action Award for his volunteer work at the University of Texas M. D. Anderson Cancer Center.



**David J. Lucier** of Cranston, RI, was honored as the 1994 Accountant Advocate of the Year by the Rhode Island Small Business

Administration.

## 1981

**Jeremiah J. Doran III** of San Diego, CA, was promoted to the management team with Equitable Life in San Diego.

**Joseph C. Gilfus** of Orange Park, FL, was promoted to corporate data security officer at Blue Cross & Blue Shield of Florida in Jacksonville, FL.

**John H. Hutson** of Cranston, RI, sales manager for The Oil Express in Warwick, RI, was installed as president of the Executives Association of Rhode Island.

**Robert J. Palermo** of Fairfield, CT, was named vice president, commercial mortgage lending officer at People's Bank in Bridgeport, CT.

**George M. Thomson** of East Windsor, CT, was named manager of the accounting firm of Filomeno & Co., P.C., of West Hartford, CT.

## 1982

**Robert A. Anderson Jr.** of West Warwick, RI, was appointed director of the Rhode Island Medical Society Insurance Brokerage Corporation in Providence, RI.

**Jose C. Buenaga** of Hato Rey, PR, received his master of business administration degree from Duke University in Durham, NC.

**Pamela J. Fales** of Plano, TX, is a national technical services representative with Seer Technologies, Inc., in Dallas, TX.

**Steven P. Guzski** of New Hartford, NY, was promoted to compensation manager in the human resources department of Utica National Insurance Group in New Hartford.

# IN SUPPORT

According to the records, Agnes E. Cook was a very good student who likely received honors when she graduated from Bryant in 1930 with a Bachelor of Secretarial Studies (BSS) degree.

She returned home to Maine, married Ernest C. Soule, lived in Portland, Maine, and worked for the Children's Service Bureau. Alice was not active with her alma mater, but never forgot Bryant and made regular donations to the Annual Fund.

In November 1991, Bryant was notified that Agnes E. Soule had died and that Bryant College was named as a beneficiary of her estate. Early in 1979, the Soules established a marital trust and, unbeknownst to Bryant, authorized a bequest to Bryant College as part of their legacy.

Through the generosity of Agnes and Ernest Soule, Bryant has realized over \$311,000. This unexpected inheritance has provided the necessary capital to establish an endowed scholarship. The investment income helps deserving students meet their educational expenses.

Instituted in the fall of 1993, the Agnes Cook Soule '30 Scholarship currently enables four Bryant students to benefit from a Bryant education, thanks to the benevolence of Agnes and Ernest Soule. ▲

by Joyce G. O'Neill '84AS



**Helen A. MacNeil** of Cranston, RI, was promoted to assistant vice president at Amica Mutual Insurance Co. in Providence, RI.

**Daniel J. O'Brien '90MBA** of Slatersville, RI, was named vice president of operations at Central Falls Credit Union in Central Falls, RI.

**James W. Persano** of Somers, CT, was named senior tax manager of Riggs & Mahoney CPAs in Hartford, CT.

**Frank J. Rocco Jr.** of Morris, CT, is a senior analyst with ITT Hartford Insurance Group in Simsbury, CT.

**David S. Smith** of Roswell, GA, was named financial management representative for Delta Employees Credit Union at PlanAmerica in Atlanta, GA.

## 1983

**Ethan J. Edwards** of Redondo Beach, CA, was promoted to western region commercial sales manager for Hypphen, Inc., based in Wilmington, MA.

**Paul M. Perry** of Bridgeport, CT, was promoted to casualty brokerage manager and vice president at Johnson & Higgins in Stamford, CT.

**Dennis J. Verni** of East Rochester, NY, is manager at Northside Inn Inc., in East Rochester.

## 1984

**Michael A. Caron** of Safety Harbor, FL, is director of finance at Humana Health Care Plans in Tampa, FL.



**James V. De-rentis** of Providence, RI, was promoted to vice president at Citizens Bank in Providence.

**Marc R. Glaude** of Woonsocket, RI, is a broker associate at The Prudential Richard N. Fontaine Real Estate Office in Woonsocket.

**John P. Matrone** of Rochester MI, is a staff assistant at GMAC in Detroit, MI.

**Gregory E. Otterbein** of DeWitt, NY, is vice president of marketing at Sysco Food Service-Syracuse in Warners, NY.

**Dennis G. Perron** of Cumberland, RI, was promoted to lieutenant with the Woonsocket, RI, Police.

**Mary Ellen Smith** of New York, NY, is the controller at Executive Systems International in New York.

## 1985

**Denne J. DiCesaro** of Hilton Head, SC, and her husband are owners of KCS Catering on Hilton Head Island.

**Russell W. Hahn** of Narragansett, RI, was elected vice president of loan review at The Washington Trust Company in Westerly, RI.

**Patricia (Cademartori) Hrotko** of Maplewood, NJ, was promoted to account supervisor at Bates USA in New York, NY.

**Brenda (Orabona) March** of Niantic, CT, received a master of arts degree from Trinity College in Hartford, CT.

**David J. Motta** of Rumford, RI, was named mortgage specialist with Credit Data of New England, Inc., in Brockton, MA.

**Diane (Hall) Nugent** of Mansfield, MA, is a systems analyst with State Street Bank & Trust in Quincy, MA.

**Joyce C. Suleski** of North Haven, CT, received a master of business administration degree with honors from Sacred Heart University in Fairfield, CT.

## 1986

**Robert F. Ambrose** of Hamden, CT, is general manager of The Seafood Peddler in Hamden.

**Dianne M. Balbat** of Londonderry, NH, was named office manager at A. J. Letizio Food Brokers in Salem, NH.

**Andrew P. Capozzi** of Coventry, RI, was promoted to retail banking officer at Citizens Bank in Providence, RI.

**Lanelle (Beckius) Cusack** of Point Pleasant, NJ, is director of sales administration at Papel Freelance in Cranbury, NJ.

**Lawrence P. Lamy** of Waterbury, CT, is chief financial officer at Case Enterprises in Hartford, CT.

**Ellen (Zikowitch) Lombard** of Avon, CT, was promoted to assistant controller at Executive Risk in Simsbury, CT.

**Myrna (Merolla) Messier** of Albion, RI, was promoted to product marketing manager at L. G. Balfour Co., Inc., in Attleboro, MA.

**John J. Moynihan** of Hampstead, NH, was elected branch manager of Family Bank in Topsfield, MA.

**Deborah (Sheftic) Pasquarella** of Providence, RI, was promoted to director of student activities at Bryant College, Smithfield, RI.

**John C. Pettit** of Fairfield, CT, was named national product manager for Fraser Paper Company in Stamford, CT.

**Wendy (Skomars) Sonsire** of Medfield, MA, was elected vice president of business banking at BayBanks in Burlington, MA.

**Colleen (Mabray) Viera** of Providence, RI, is the TSI Coordinator at Rhode Island Hospital in Providence.

## 1987

**Todd E. Catlow '88** of North Kingstown, RI, was named a detective with the Rhode Island State Police in North Kingstown.

**Maureen (Kurtowicz) Cavalero** of Portland, ME, is a senior accountant with S.P.C. Transportation in Portland.

**Peter M. Cavalero** of Portland, ME, was named production supervisor at Guy Gannett Publishing, Inc., of Portland.

**Kendra K. Dagle** of Midland Park, NJ, was promoted to national account executive with Roadway Package Systems in Hasbrouck Heights, NJ.

**Diane (Marolla) Giarrusso** of Johnston, RI, is an administrative coordinator at Women & Infants Hospital in Providence, RI.

**Mitchell D. Johnson** of Johnston City, TN, received a master of business administration from Duke University in Durham, NC.

**James L. Lathrop** of Danielson, CT, has opened a branch office of his accounting firm, James L. Lathrop CPA, in Putnam, CT.

**Clifford D. Marano** of Waterbury, CT, received a master of business administration from the University of New Haven in New Haven, CT.

**Susan (Vance) Murray** of Attleboro, MA, was promoted to mortgage officer at Citizens Bank in Providence, RI.

**Joseph L. Romano** of Trumbull, CT, is manager of wholesale lending at First Connecticut Capital Corporation in Bridgeport, CT.

**Maureen (Laforge) Stearns** of North Clarendon, VT, was named accounting supervisor at Okemo Mountain, Inc., in Ludlow, VT.

**Leslie (Black) Stedman** of West Hartford, CT, is an account executive with Cronin and Company, Inc., in Glastonbury, CT.

**Sheryl A. Weise** of Princeton, NJ, was promoted to regional sales trainer with Astra USA, Inc., based in Westborough, MA.

**Robert H. Zemko** of Cranston, RI, was promoted to retail banking officer of the retail credit and servicing department at Citizens Bank in Providence, RI.

## 1988

**David M. Auslander** of Framingham, MA, is a senior systems engineer with Programart Corporation in Cambridge, MA.

**Lisa A. Falvo** of Wethersfield, CT, is an administrator with Aetna Life & Casualty in Hartford, CT.

**Mark Giganti** of San Clemente, CA, was promoted to manager of sales training for the western division at Pitney Bowes in San Ramon, CA.

**Carla (Small) Kiesler** of West Roxbury, MA, is catering sales manager for the Guest Quarters Suite Hotel in Boston, MA.

**Melissa R. Palmieri '91MBA** of North Providence, RI, was named marketing manager at Sil-Med Corporation in Taunton, MA.

**David W. Piccerelli** of Waterbury, CT, was appointed assistant vice president and manager of the secondary market department at Centerbank in Waterbury.

**Vicente A. Pina** of South Windsor, CT, earned the chartered financial consultant diploma and professional designation from the American College of Chartered Life Underwriters and Chartered Financial Consultants.

**Renee D. Stoneking** of Pawtucket, RI, was promoted to sales manager at APM Sterngold in Attleboro, MA.

## 1989

**Karen (Tennant) Battaglini** of South Windsor, CT, was promoted to manager in the New England Manufacturing, Retailing, and Distribution practice of KPMG Peat Marwick in Hartford, CT.

**Susan P. Beaudry** of Yonkers, NY, was promoted to food service director of International House in New York, NY.

**Carmen C. Furtado** of Somerset, MA, was appointed financial analyst with the People's Credit Union in Middletown, RI.



## ALUMNI TRANSACTIONS

**Mitchell R. Green** of Natick, MA, was promoted to commercial credit officer with Middlesex Savings Bank of Natick.

**Barbara (Kogut) Grover** of Mendon, MA, was named a broker associate with Noonan Real Estate in Mendon, after passing the Massachusetts State Examination for Broker of Real Estate.

**George E. Jutras Jr.** of Woonsocket, RI, was named MIS manager at Colonial Mills, Inc., in Pawtucket, RI.

**Carole L. LaRochelle** of Glastonbury, CT, is a senior accountant with Anocoil Corporation in Rockville, CT.

**William P. Moniz** of Cranston, RI, was named an investment executive with Tucker Anthony in Providence.

**Carol (Ford) Smith** of Clinton, MA, is division controller at United Waste Systems of Massachusetts in Fitchburg, MA.

**Kristen (Kmon) Talke** of Spanaway, WA, was named membership services director at the American Preventive Medical Association in Tacoma, WA.

### 1990

**Richard A. Archambault Jr.** of Mapleshade, NJ, a senior credit analyst at Mediq/PRN in Pennsauken, NJ, was named 1993 Employee of the Year.

**Michael K. Atchue** of Howell, NJ, is plant controller at First Brands Corporation in Freehold, NJ.

**Kenneth R. Burnett** of Mapleville, RI, was named corporate planning officer at Citizens Bank in Providence, RI.

**Michael S. Cormier** of Winooski, VT, was promoted to senior accountant at Price Waterhouse in Burlington, VT.

**Robert E. LeBeau** of Warwick, RI, is the owner and president of A-1 Hour Photo, Inc., in Warwick.

**Sharon (Graves) Trask** of Coventry, RI, was promoted to community banking officer at Citizens Bank in Providence, RI.

**Julie E. Vaccaro** of North Lauderdale, FL, is a recruiter at Systems Bank in Fort Lauderdale, FL.

### 1991

**Paul T. Capuzziello** of Milford, MA, was appointed field training manager with IDS Financial Services in Lincoln, RI.

**Gregory A. Deschenes** of Beverly, MA, was promoted to senior account executive of the Northeast Region with CrossLand Mortgage Corporation in Woburn, MA.

**Clifford Guest** of Hartford, CT, is an implementation analyst at CISGEM Technologies in Simsbury, CT.

**Trina (Girard) Johnson** of Glastonbury, CT, is a senior accountant at Price Waterhouse in Hartford, CT.

**Roger N. LeBoeuf** of Somerset, MA, was awarded a juris doctorate degree from Wake Forest University School of Law in Winston-Salem, NC.

**Gary A. Sanford** of Middlebury, CT, was commissioned a US Marine 2nd Lieutenant upon graduation from Officer Candidate School in Quantico, VA.

**Adrienne B. Sholtis** of Freehold, NJ, was promoted to womens and kids group manager at Bob's Stores in Freehold.

### 1992

**Theodore J. Boudria** of Westport, MA, is an accountant at Investors Bank & Trust in Boston, MA.

**Michael G. Diem** of New Hyde Park, NY, is a research analyst with Thompson Financial of New York, NY.

**Caroline E. Pierce** of Newton, MA, was named marketing associate at Financial Architects in Lexington, MA.

**Colleen A. Powers** of Wethersfield, CT, was named admissions director at Mediplex Corp. in Wethersfield.

### 1993

**Anthony Antonopoulos** of Arlington, MA, is program coordinator at the EF Institute for Cultural Exchange in Cambridge, MA.

**Paul M. Becker** of Needham, MA, was named to the public accounting firm of Alexander, Aronson, Finning & Co., based in Westboro, MA.

**Ronald Behm** of Warwick, RI, was promoted to computer operations officer with Citizens Bank in Providence, RI.

**Diane K. Cyphers** of Meriden, CT, is a sales associate with ITT Hartford in Southington, CT.

**Cheryl A. Floyd** of Pawtucket, RI, was named to the accounting and auditing staff of Goluses & Co., in Providence, RI.

**Adam M. Goodman** of Longmeadow, MA, is a management assistant with Harry Goodman, Inc., in Springfield, MA.

**Jon S. Hellman** of Milford, CT, was named retail merchandiser for Buckley Thorne Messina in Cheshire, CT.

**Louis A. Kaleb** of Mastic, NY, was named a manager trainee with Radio Shack in North Patchogue, NY.

**Jennifer L. Ozolins** of North Adams, MA, is in the management trainee program at Litchfield Financial Corporation in Williamstown, MA.

## GRADUATE TRANSACTIONS

### 1980

**Lawrence R. Very** of Woonsocket, RI, was named director of financial services at Faubert-Vanas Insurance Center in Woonsocket.

### 1982

**Mark S. Carley** of Burlington, CT, was named director of the Price Waterhouse office in Hartford, CT.

**Ann B. Chiodini '90MST** of Johnston, RI, was appointed controller at Central Massachusetts Health Care, Inc., in Worcester, MA.

**Walter A. Dias** of Greenville, RI, was appointed vice president of business development at Butler Hospital in Providence, RI.

### 1983

**Thomas J. Reilly Jr.** of Providence, RI, was appointed to the governing board of the Rhode Island State Council on the Arts by Governor Bruce Sundlun.

### 1985

**Sheryl (Casinelli) Amaral** of Cumberland, RI, was appointed to the New England Association of Healthcare Philanthropy Board of Directors.

**Elaine M. Renzi** of Franklin, MA, joined the audit and accounting division of Diorio, Hudson, & Pavento, P.C., Certified Public Accountants in Milford, MA.

### 1986

**Virginia M. Hebert** of Providence, RI, is an associate professor in retail/fashion merchandising at Johnson & Wales University in Providence, RI.

### 1987

**Patricia B. Auerbach** of Providence, RI, a public information representative for Eastern Edison Company in Fall River, MA, was honored by the Fall River Chamber of Commerce and Industry at its 26th Annual Recognition Banquet.



**Michael A. Walsh** of Marshfield, MA, was named vice president with Newport Creative Communications in Duxbury, MA.

### 1988

**Joyce (Simard) Coffey** of Warwick, RI, was promoted to first vice president of estate settlement in the Private Bank at Hospital Trust National Bank in Providence, RI.

**Daniel F. Nehring** of Halifax, Nova Scotia, a Lieutenant Commander in the US Navy, was awarded the Chief of the Defense Staff Commendation for meritorious service.

**Angelo Pezzullo** of Cranston, RI, was named director of major accounts at Delta Dental of Rhode Island in Providence, RI.

### 1989

**Clio (Cavallaro) Mulryne** of Bristol, RI, was promoted to assistant treasurer in the corporate planning department at Citizens Financial Group in Providence, RI.

### 1991

**Marc Desjardins** of North Kingstown, RI, was appointed director of materials management/purchasing at Memorial Hospital of Rhode Island in Pawtucket, RI.

### 1992

**Michele M. Scaife** of East Taunton, MA, is director of marketing at the Publick House in Sturbridge, MA.



## IN MEMORIAM

Pearl (Briggs) Fales '17	June 21, 1994
Sarah (Tuttle) Anderson '19	April 30, 1994
Mary (McGovern) Carney '25	March 22, 1994
Mary (Murphy) Høglund '25	March 31, 1994
Thomas Lisi '28	January 2, 1994
Alfred W. Brown '29	April 2, 1993
Doris M. Delehanty '29	March 1, 1994
Alexander DelSanto '30	April 13, 1994
George J. Doran Sr. '31	April 23, 1994
Janet Karian-Stone '31	March 20, 1994
Raymond G. Caldarone '32	February 12, 1994
Tobis Bernstein '34	April 1, 1994
Zona (Lien) Threlfall '35	May 25, 1994
Marion (Ayers) Duffy '36	February 1994
Samuel Margolis '36	February 24, 1994
Peter H. Barlow Jr. '39	July 19, 1993
Ruth B. Mason '40	March 2, 1994
Alfred I. Eliasson '41	April 3, 1994
Paul L. Rossi '42	July 25, 1994
Anthony N. Piccione '43	July 1994
Joseph C. Rocchio '45	January 29, 1994
Herbert S. Gustafson '47	February 11, 1994
Gilbert Carreiro '48	March 4, 1994
Patsy F. Sabetta '48	February 4, 1994
Charles J. Wrabel '48	May 5, 1994
Armand Bucci '49	January 19, 1994
Beverly (Marshall) Herman '49	March 4, 1994
Raymond A. Marchetto '49	June 27, 1994
James M. Sisson '49	February 4, 1994
William R. Horsfall Jr. '50	April 25, 1994
Harold Knowles Jr. '50	June 19, 1994
R. Forrest Hobson '51	July 1, 1994
Dorothy (Cusson) Nowicki '51	July 2, 1994
Eleanor M. Bucek '52	March 26, 1994
Edwardo Franco Jr. '55	July 25, 1994
Janet-Sue (Radomski) Brown '56	April 18, 1994
William F. Cook '57	May 8, 1994
E. Denison Miner '57	July 31, 1994
Leonard N. Libner '58	March 1994
Thomas J. Naglieri '59	April 1994
Delbert J. Merrill Jr. '61	July 10, 1994
William A. Worochock '63	October 1992
Linda (Anderson) Tobis '64	February 12, 1994
Andre W. Charland '66	July 11, 1994
James A. Crudale '74	May 18, 1994
Isadore Druckman '74	December 17, 1992
Dennis L. Jensen '74	January 4, 1994
Katherine Morgan-Alexander '79	February 18, 1994
Gary P. Ferretti '84 '92MST	January 5, 1994

**Ursula V. Rowley**, former housemother for many years in Gardner Hall, passed away in September of 1993 at the age of 89. She will be remembered for her annual card games, as much as for her caring and understanding of "her boys." According to Joe Duffy '69, she was well liked and respected by all who knew her.



## BRYANT LOSES A STAR

Bryant has lost an great athlete who will be remembered not so much for the points he scored for his team, but for the impact he had on those who were lucky enough to get to know him.

Omar Shareef, an accounting major and a junior forward on the Bryant College men's basketball team, died on August 14 from injuries suffered in a car accident on Long Island.

"Omar was a beautiful person with a radiant personality," says Ed Reilly, head basketball coach. "He was as thoughtful and caring an individual as anyone with whom I've had the pleasure to work."

Coni Fishera, assistant athletic director, says Omar would frequently inspire other athletes looking for a boost. "He went out of his way to brighten everyone's day," she says. "When people needed something to smile about, they'd go to 'O'. He will be missed by everyone."

In September, a memorial service was held for Omar in the Rotunda. An overflow crowd gathered to say goodbye to a young man who had brought light into their lives.

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Dear Friends:

Saying goodbye is never easy. I have decided to move on and pursue new challenges.

The *Bryant Review* will always have a special place in my heart. It was the vehicle for me and my colleagues in College Relations to express how we felt about Bryant College and its alumni.

With every issue, we did our best to create a handsome, lively, and informative link between the College and its alumni and, judging from the letters that streamed in from so many of you, you approved of our efforts. It is your stories that make the *Bryant Review* so special. Thank you for sharing them with us.

I leave Bryant College with supreme confidence that the wonderful staff in the Office of College Relations will carry on with continued excellent results. I wish all of the members of the Bryant College family the very best. It has been a pleasure and a privilege to serve you.

Regina Harte Ryan



Success for Ernie Almonte '78 '85MST, is an ongoing adventure that encompasses his involvement in many activities, both personal and professional. Despite an accounting business that has kept him very busy, especially during tax season, Ernie always finds time for his first priority – his wife Kathy and their five sons.

A man of many talents, Ernie divides his “spare” time among a variety of board associations, committees, affiliations, and youth programs. Ernie isn't just a donor, and he doesn't just lend his name to a project or committee; he is always involved in activities and decisions. His work at Bryant is a case in point. “The education I received in both the undergraduate and graduate programs set the foundation for me to become successful in my career. I try to volunteer at Bryant whenever I can, because I am so grateful for what my Bryant education has done for me and my family.”

Integrity and attention to detail, business acumen and community spirit – word of Ernie's excellent reputation has reached high places. Recently a panel of five state legislative officials chose him Auditor General of the State of Rhode Island. He will be responsible for oversight and audit control of all state government departments, making sure that state monies are spent properly and documented correctly. The Auditor General also has review power over all quasi-public agencies, and of Rhode Island city and town accounts.

Recognition is not new to Ernie. At the October 1993 meeting, he was elected to Bryant's Board of Trustees. Already actively involved, he serves on the Enrollment Management Committee; the Development, Alumni, and External Affairs Committee; and as vice chair of the Honorary Degree Committee.

Ernie has an incredible list of Bryant achievements to his credit. He is a member of the National Alumni Council; the long-time advisor to the Delta Kappa Epsilon fraternity; and is past president of the RI Chapter. Ernie participates in the BEST Network as an admission coordinator; consults with faculty; and was a part-time faculty member from 1982 to 1991. He has been a consultant to the Small Business Development Center (SBDC) since its inception in 1983; and serves on the Export Assistance Center's (EAC) advisory board. Over the years, several Bryant students have served internships in his office, and he has hired Bryant graduates to work for his CPA business. The list sounds exhausting, but Ernie works it out, and effectively, too.

“The priorities of my life are my family, my work, and my community service,” Ernie says. “I feel strongly that my actions should be an example to my children that personal happiness is the result of working hard and helping others. I want to experience everything that I can in my life, understanding that the occasional failure makes every victory that much sweeter. Satisfaction for me is seeing something that I have worked on become successful, and then working to figure out an even better way to do it.”

For his many contributions to Bryant, Ernie received the 1993 Nelson J. Gulski Service Award, presented to an alumnus in recognition of outstanding service to the College and the Alumni Association that has enhanced the well-being and success of his or her alma mater. “When I opened the mail and saw that I had been selected to receive the ‘Nelson Gulski Award’, my knees actually wobbled,” recalls Ernie. “I have known Dr. Gulski since my undergraduate days, and no one could ever match his dedication and service to Bryant. Whatever I have done or may do in my life will be a drop in the bucket compared to what Dr. Gulski has done for our school.”

Ernest A. Almonte has, from his undergraduate days, been a consistent and valuable friend to Bryant, making available his professional expertise and sound advice, and being an active participant in the past, present, and future of his College.

# PORTRAIT OF A FRIEND

BY JOYCE G. O'NEILL '84AS







**Professor Ron Deluga cultivates  
the talents of born leaders.**



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Mrs. Lorraine E. Lallier  
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